

## MARKETING STRATEGIES FOR TOURISM VILLAGE IN WEST BANDUNG DISTRICT IN COVID-19 PANDEMIC

Rosianna Sianipar<sup>#1</sup>, Juliana<sup>\*2</sup>, Nova Bernedeta Sitorus<sup>#3</sup>

<sup>1,2</sup>Universitas Pelita Harapan

<sup>3</sup>Universitas Pradita

<sup>1</sup>rosianna.sianipar@uph.edu

<sup>2</sup>Juliana.stpph@uph.edu

<sup>3</sup>nova.irene@pradita.ac.id

**Abstract-** Marketing strategy is a plan that is carried out to capture the market, using the 8 Ps Marketing Mix strategy. The research objective is to analyze marketing strategies, internal and external factors for developing tourist villages in West Bandung Regency which can increase tourist visits. The sample used in the study used purposive sampling. This study uses a qualitative approach. The analysis used in this study uses a SWOT analysis. By implementing the 8 Ps marketing mix, the marketing strategies that can be applied include improving facilities and accessibility to Suntenjaya Village. Improve facilities and accessibility to Cihanjuang Rahayu Village. During the COVID-19 pandemic, products can be made in the form of virtual tours so that people can still enjoy them. The study results found that marketing strategy was done through several social media such as Facebook, Instagram and Tiktok that can be used according to the age segment of tourists. can be enjoyed by tourists which can be done online, make natural and cultural tour packages in each village, carry out cooperation with the campus by providing training related to tourism and hospitality in order to provide excellent service in tourist villages. Communities who take part in tourism management in the village are given training related to their expertise so that they can provide excellent service for tourists. Careful planning and marketing can reduce the harmful effects of tourism development.

**Keywords:** *marketing strategy, village tourism, west Bandung*

### I. INTRODUCTION

Apart from Bali and Jogjakarta, West Java Province is one of the most popular family vacation destinations in Indonesia. This is in line with data (BPS, 2019) that shows a growth in visitors every year over the last 5 years, with 48,894,823 people visiting in 2014, 57,401,977 people visiting in 2015, and 60,483,381 people visiting in 2016. It was visited by 61,682,389 people in 2017, and 65,896,063 people in 2018. In a lesser scale, the Bandung Region was ranked first in the province of West Java in 2016 with the highest number of visitors (6,450,468 visitors), but fell to fourth place in 2017. (3,964,181 visitors). Domestic visits were down owing to infrastructure work on the Jakarta – Cikampek tollroad, while international trips were down due to a lack of innovation from tourism locations and competition from other Asian countries, according to the PHRI's chairman (Halim, 2017)

West Bandung Regency (KBB) is one of the regencies which is located in the west of Bandung, West Java province, Indonesia. The size of the protected area is related with the issue of North Bandung area, besides, judging by the physical condition of the geographical position of the west Bandung regency area, it is considered to have a beneficial potential, because the geographical sector supports the emergence of new tourist attraction that support tourism development in West Bandung regency or abbreviated as KKB. Administratively, the boundaries of west Bandung regency are North (cikalong kulon district (cianjur district): maniiis,arang, bojong & wanayasa district (Purwakarta district); sagalaherang, jalancagak & cisalak district (subang district, and Sumedang district), east (Cilengkrang district, cimenyang district, margasaih district, soreang district (Bandung regency): Cidadap district, sukasari district (Bandung vcity) North Cimahi district, central Cimahi District, and south cimahi district (Cimahi city), South (ciwidey and Rancabali district (Bandung District); Pagelaran district (Cianjur district), west (campaka district, cibeber district, bojong picung district, ciranjang district and sub-district mande (Cianjur regency). West Bandung regency is believed to have great potential in the tourism sector which is worthy of being sold and as income for the state in the tourism sector. The tourist attraction in KBB is one of the government's efforts to improve the economy of the surrounding community around the tourist destination as a livelihood to improve their welfare. A tourism village is a rural location that provides authenticity in terms of socio-culture, customs, everyday life, traditional architecture, and village



spatial patterns, all of which are presented as integrated tourism components such as attractions, lodging, and supporting services. The tourist village in West Bandung regency has both natural and cultural tourism features, attracting a large number of visitors. A tourist village, according to Law No. 10 of 2009, is a tourist destination that combines tourist attractions, public facilities, tourism facilities, and accessibility in a community life structure that complies with legal processes and traditions. According to Potential and Tenggara (2020) a tourist village is a blend of natural, cultural and creative attractions of the local community, supported by accommodation and other facilities, which can attract tourists to visit.

The tourist sector was one of the sectors that suffered the highest losses during the Covid-19 pandemic, such as the impact on travel supply and demand. In the face of diminishing demand, travel restrictions and flight cancellations, as well as a drop in flight frequency, have been proved to have severely affected the supply of tour packages and travel both domestically and internationally. (UNWTO, 2020). The tourism business in China has been severely impacted by the Covid-19 epidemic. Travel agents are one of the most impacted tourism stakeholders. (Atsiz & Esitti, 2021). In the backdrop of a weakening global economy, geopolitical, social, and trade tensions, and inconsistent performance among travel markets, this provides an extra downside risk. International visitor arrivals are expected to fall by 1% to 3% by 2020, according to the UNWTO, down from an estimated 4% in early January 2020. The Asia-Pacific area is expected to be the hardest hit, with foreign tourist visitation falling by 9 percent to 12 percent, compared to a forecast of 5 percent to 6 percent increase in early January 2020. (UNWTO, 2020). Thus, the continuation of the problem and the increase in the number of victims affected by the virus will cause greater losses in the tourism sector (UNWTO, 2020). During the Covid -19 pandemic, the tourism aspect was greatly affected. The tourist village that is a charm is also affected by current COVID – 19 pandemic. That is why various stakeholders, especially the government and the management of this tourist village, must make a strategy in promoting this village during the COVID-19 pandemic. Marketing has a key role in tourism planning. However, the tourism planning literature offers a variety of roles that must be taken by marketing, from the secondary planning components to the primary factors guiding the entire planning process. (Ketter et al., 2016). Marketing is one of the most important functions of management. The marketing plan for tourism services/experiences is a strong chain of ties that guide tourism businesses forward in making the chain stronger and more efficient. (Bao, 2018). Tourism marketing is a key policy focus in tourism sector development strategies in most countries in the Southern Hemisphere (Benghadbane & Khreis, 2019). Tourism villages have been able to survive and improve during this pandemic period as a result of technology-based marketing. (Andiani et al., 2021). In the elaboration of a strategic plan, the creation and compliance of new sales channels, communication channels and dissemination (offline and online), with the aim of which consequently increases the revenue and reputation of the rural tourism accommodation company in the region in which it operates. (Kong et al., 2021)

SWOT analysis is the basis of a plan in marketing a certain product or service (Schein, 2018; Schein, 2021). SWOT stands for Strength, Weaknesses, Opportunities and Threats. According to the abbreviation, SWOT analysis is useful for analysing the strengths and weaknesses of an industry internally and external opportunity and threats. Strength is defined by Dyer et al. (2016) a situation where an organisation can create an advantage over its competitors, where a company has the resources an ability to compete. Defined by Dyer et al. (2016) weakness is the situation that doesn't support the company, where the resources and skill of the company can be easily copied by the competitors. Defined by Dyer et al. (2016) opportunities are several attempts made by a company to get the beneficial conditions. Threats are defined by Dyer et al. (2016) is a situation in a competitive environment, which can affect a company's profits.

The marketing mix determines the scope of marketing activities to be carried out. According to Kotler & Keller (2016) the marketing mix is a set of marketing tools that the company uses to continuously achieve its marketing objectives in the target market. A marketing strategy is a marketing mindset that a business unit will use to achieve its marketing objectives. The strategy contains specific strategies for the target market, positioning, marketing mix, and the amount of marketing expenditure. In general, successful companies are companies that implement consumer-oriented marketing concepts, because these companies are able to dominate the market in the long term. In addition, according to Kotler & Armstrong (2016) for a successful marketing strategy to be implemented, it takes 2 (two) very important and interrelated things, namely: (1) the intended marketing target, (2) the marketing mix that is carried out to achieve the target market.

Morisson explained that marketing is a continuous and continuous process, where the activities that occur in it are planning, researching, implementing, monitoring and evaluating various activities designed to satisfy customer needs and desires and organizational goals. According to (Morrison, 2018) marketing mix or is one of the main keys in a marketing. This is done to achieve the objectives of marketing or the 8Ps, which include,



product price, place promotion, packaging programming, partnership and people. According to Sitorus et al. (2021) marketing strategy was done through digital marketing, website facilities, and social media marketing, namely Instagram. According to Pantiyasa & Lestari (2020), marketing strategy and marketing mix was done by launch tour package products, arrange food and beverage menus creatively, develop new attraction, Increase promotion through digital through the use of social media and websites, increase cooperation with rafting companies. According to Andiani et al (2021) social media platform Facebook is the primary choice for the simplest marketing medium to use.

In this study, there are two problem formulations: How is the marketing strategy of tourism village in west Bandung Regency during the Covid-19 pandemic? How is the condition of tourist villages in West Bandung Regency during the COVID-19 Pandemic?. The research objective is to analyze marketing strategies, internal and external factors for developing tourist villages in West Bandung Regency which can increase tourist visits.

## II. METHOD

This study uses a qualitative approach where this research is holistic and describes a special context that is natural in the form of words and language which aims to provide an understanding of what phenomena experienced by research subjects such as behavior, perceptions, motivations, actions and others with utilizing various scientific methods (Creswell, 2014) This research is a descriptive qualitative research.

The object of this research is West Bandung Regency. In general, this research will be conducted at the West Bandung Tourism Office and tourism destination managers in West Bandung Regency. In collecting the required data, the author uses three techniques, namely in-depth interviews, library research and observation. The interview is a meeting of two people through a question and answer session that aims to provide information to each other which can then be constructed meaning contained in a particular topic (Sugiyono, 2017) Observations were also carried out in this study in order to observe various phenomena and data obtained in the field. While the literature study is used to support this research in collecting data in the form of document searches or research that has been carried out previously. This study uses purposive sampling which means that in determining the research informants will be selected based on overall knowledge about the marketing process of tourist villages in West Bandung Regency. The key informants in this study were: Head of the Destinations Section of the West Bandung Regency Tourism Office, Sunnten Jaya Village Office Officer as the manager of Sunten Jaya Village, the community in Sunten Jaya Village, Cibodas Tourism Village Manager, and Cihanjuang Rahayu Village tourist attraction manager.

## III. RESULT AND DISCUSSION

Due to the Covid 19 Pandemic, tourist visits to all West Bandung tourism attractions increased in 2019 to 6,207,428 visitors, but fell in 2020 to 1,161,664 visitors. The number of visitors to tourist accommodations in West Bandung Regency declined from 70,868 in 2019 to 38,187 in 2020. According to secondary data acquired at the start of the research, West Bandung Regency has five tourist communities under development. Sunten Jaya Village in Lembang District, Cihanjuang Village in Parongpong District, Mukapayung Village in Cililin District, Sinar Jaya Village in Gunung Halu District, and Rende Village in Cikalongwetan District are the five tourism villages. However, when data was searched at the West Bandung Regency Tourism Office, it was discovered that West Bandung Regency has multiple tourist communities, as follows: Suntenjaya Tourism Village, Cibodas Tourism Village, Cikidang Tourism Village, Pagerwangi Tourism Village, Employeegi Tourism Village, Parongpong District: Cihideung Tourism Village, Cihanjuang Rahayu Tourism Village, Cisarua District: Kertawangi Tourism Village, Cipatat District: Masigit Tourism Village, Cipendeuy District: Bojong Mekar Tourism Village, Margalaksana Tourism Village, Cipendeuy District

The researchers chose three tourism villages to study out of the 16 described by key informants, namely Cibodas Tourism Village, Sunten Jaya Tourism Village, and Cihanjuang Rahayu Tourism Village. Because of the distance between neighbouring communities, the researcher chose the three villages. The three villages also reflect the state of well-managed tourist villages and tourist villages that have potential but have not been effectively handled. Cibodas tourism village is an example of a well-managed tourist destination. Meanwhile, the Tourism Villages of Sunten Jaya and Cihanjuang Rahayu exemplify tourist villages with exceptional tourism potential, both natural and cultural, but which have not been adequately managed. Each of these settlements owns the following natural and cultural tourism attractions.:



Table 1. Profile of Attractions in Tourism Villages

No	Tourism Village	DTW Nature	DTW Culture
1	Cibodas	The Lodge Maribaya, Curug Maribaya, Agrotourism Maribaya	Great Kampung Peuting, Creative economy festival ngaronda
2	Sunten Jaya	Curug Luhur, Curug Lalay, Taman Bincarung, Pine Forest Camp, Sasak Apung Padjajaran, Kopi Eka Harapan	Situs Batu Lonceng
3	Cihanjuang	CIC (Ciwangun Indah Camp) Singapore Valley	Not Mentioned

Source:researcher processed data (2021)

Cibodas Village's tourism products include nature tourism and homestays. Many tourism items, such as The Lodge, Bougenville, and other attractions, have been well-managed. This is a travel item. Despite the fact that plantations and livestock occupy over 80% of the village's land, tourism has grown in Cibodas Village. Natural and cultural tourism are two types of tourism offered in Sunten Jaya Village. Nature tourism is still a possibility that hasn't been effectively managed. Curug Luhur/Batu Ampar, Curug Lalay, Angling Sand, Bincarung Park, vegetable plantations that may be experienced by traditional gondola (Sasak Floating Padjajaran), and other natural attractions can be found in this village. Batu Bells, which has a legend, is a cultural tourism attraction in this village. The Eka Harapan Coffee Plantation is another coffee plantation that is still properly managed by the community. Ciwangun Indah Camp, Bebrek Waterfall, Bride Curug, and Singapur Valley are just a few of the tourist attractions in the Cihanjunag Rahayu Tourism Village. Only Ciwangun Indah Camp has been professionally managed among the many tourist attractions. The Singapore Valley has a fantastic outlook and has the potential to develop and attract a large number of tourists. Tourists have not been allowed entry because the entrance and facilities are still very basic and traditional. There is no professional guide, the approach to this location is exceedingly steep, and there is only one professionally managed attraction. The condition of the three tourist villages during the COVID-19 pandemic is indeed in decline. This is evidenced from statistical data provided by the West Bandung Regency Tourism Office which shows a decrease in tourist visits to tourist attractions in 2019 as many as 6,207,428 to 1,161,664 in 2020. The level of visits to accommodation in West Bandung Regency is also experienced a decline from 70,868 in 2019 to 38,187 in 2020. The decline due to the COVID-19 pandemic also affected visits to tourist villages which greatly decreased. Another factor that caused the decline was the temporary closure of various tourist village attractions and accommodations in West Bandung Regency in order to reduce the spread of COVID-19

Cibodas Village has the spirit and individuality of a carefully managed village. Local communities are involved in the management of numerous tourist attractions in this hamlet, and residents now rely heavily on tourism in Cibodas Village. However, as a result of the COVID-19 pandemic, people's income has temporarily decreased. Cibodas Hamlet has taken advantage of available potential in growing tourism in their village based on data received from key informants. There are some attractions, such as The Lodge, that have already attracted a large number of visitors. Cibodas Tourism Village also features a number of professionally managed homestays that were in high demand by tourists prior to the Covid 19 pandemic. Due to the Covid 19 Pandemic, this homestay is no longer permitted to host tourists since it poses a significant danger of virus transmission to the house's management families. Cibodas Tourism Area as a whole has done an excellent job managing tourism in the village. In this village, the community has also been involved and benefits from tourism. The POKDARWIS community is also contributing to the growth of this tourism destination. Cibodas Tourism Village is a village that can be utilized as a model for community-based tourism development. In Cibodas Village, communities or local communities are empowered to manage tourist attractions and homestays. The community is involved in managing homestays and has won a national prize for homestay management, beating out one of Bali's homestays. Several tourist attractions, such as The Lodge Maribaya, hire members of the community as employees. Pokdarwis has also been established in Cibodas Village and is actively involved in tourism management. Overall, this village has implemented and experienced the benefits of community-based tourism, and it can serve as a model for other tourist villages in West Bandung Regency to follow. Sunten Jaya Tourism Village also has a distinct village identity, in that it has a lot of natural and cultural tourism potential, and its activities can help the village thrive. The community's daily activities, such as gardening and livestock

husbandry, might also be an attraction in the development of the Sunten Jaya Tourism Village. Only a few parties have reaped the benefits of administering this tourist hamlet, such as through activities such as traditional coffee tours, milk candy made with traditional notions, and vegetable and fruit farming. Tourism in Sunten Jaya Village needs to be properly examined and actively supported in order to benefit the community. Sunten Jaya Village also requires the activation of tourism-driven communities. There are still a few persons active in tourism operations in Sunten Jaya Tourism Village, such as managing coffee tourism with a traditional idea and some participation in managing Sunten Jaya Village souvenirs. Many people still put their attention on the plantation and livestock industries. Sunten Jaya Village has tremendous natural and cultural tourism potential, but the community has not taken an active role in tourism management. The community's focus is still on gardening and cattle raising. Cihanjuang Rahayu Tourism Village offers a one-of-a-kind natural experience. However, it is still insufficient for tourists to visit in terms of accessibility and facilities. The community of Cihanjunag Rahayu Tourism Village has not been able to reap the benefits of tourism, thus they are still solely focused on growing watercress for export to West Java, Jakarta, and Singapore. There are still a few local communities that drive tourism in this village, but there is no formal community that can actively drive tourism in this area. With the government's help and support, this town has the potential to establish community-based tourism. The Singapore valley and multiple waterfalls are potential tourism attractions for Cihanjunag Rahayu Tourism Village, but there is no effective administration, access, or facilities. Only CIC (Ciwangun Indah Camp) has good management among the village's many tourist attractions. This village has a lot of potential in terms of developing community-based tourism. It is not only necessary to provide aid, but it is also necessary to focus more on enhancing accessibility and tourism-supporting facilities.

Before determining the strategy in marketing the West Bandung Tourism Village during the COVID-19 Pandemic, the author first explains the condition of the tourist village into a SWOT analysis which is described as follows:

**Table 2.** West Bandung Regency Tourism Village SWOT Analysis

<p><b>STRENGTH :</b></p> <ol style="list-style-type: none"> <li>1. The uniqueness of tourism products owned by Suntenjaya Village such as Gondola with views of vegetable plantations.</li> <li>2. The uniqueness of tourism products in Cihanjuang Rahayu which has a hiking concept with views of green trees and watercress vegetable gardens.</li> <li>3. Cibodas Village which has managed its tourism products professionally and has many tourist visits</li> </ol>	<p><b>WEAKNESS :</b></p> <ol style="list-style-type: none"> <li>1. Accessibility is still lacking to Suntenjaya Village and Cihanjuang Rahayu Village</li> <li>2. Inadequate facilities in several tourist attractions in Suntenjaya and Cihanjuang Rahayu Villages</li> <li>3. Decreased tourist visits due to the COVID-19 pandemic</li> </ol>
<p><b>OPPORTUNITIES :</b></p> <ol style="list-style-type: none"> <li>1. Communities in Suntenjaya Village who have started to be involved in managing tourism in their village.</li> <li>2. Cibodas tourist village which won several awards for the best tourist village so that this can be a brand enhancement for Cibodas Village.</li> </ol>	<p><b>THREAT :</b></p> <ol style="list-style-type: none"> <li>1. The number of tourist attractions in West Bandung Regency which was opened with a unique concept has made tourist villages increasingly deserted during the COVID-19 Pandemic Period</li> <li>2. People in Cihanjuang Rahayu Tourism Village who do not yet have a tourism minded.</li> </ol>

Source:researcher processed data (2021)

Based on a SWOT analysis of a tourist village in West Bandung Regency, the authors set several marketing strategies using indicators from the following marketing mix:

**Table 3.** Marketing Strategy of West Bandung Regency Tourism Village during the COVID-19 Pandemic

Indicator	Marketing Strategy
Product	Improve facilities and accessibility to Suntenjaya Village. Improve facilities and accessibility to Cihanjuang Rahayu Village. During the COVID-19 pandemic, products can be made in the form of virtual tours so that people can still enjoy them. Tourism products can also be visited with the CHSE provisions set by the Ministry of Tourism and Creative Economy.
Price	Competitive prices for the size of villages that have not developed tourism, namely Suntenjaya Village and Cihanjuang Rahayu Village. Cibodas Tourism Village already has a set price because it has been managed professionally.
Place	Marketing by using social media to market products and being active in providing information about tourism products in tourist villages. The use of social media will be very effective in the conditions of the COVID-19 Pandemic, it can even continue to be used after the Pandemic period is over. The use of several social media such as Facebook, Instagram and Tiktok can be used according to the age segment of the tourists.
Promotion	During the COVID-19 pandemic, marketing that can be done is online through social media.
Programming	Creating traditional events that are professionally managed and elevating village traditions and can be enjoyed by tourists. During a pandemic, this traditional event can be made online and enjoyed by tourists.
Packaging	Make natural and cultural tourism packages in each village with the provisions of CHSE from the Ministry of Tourism and Creative Economy so that it is safe for tourists.
Partnership	Collaborating with schools/campuses that can provide training related to tourism and hospitality so that the community can be empowered and can provide excellent service in tourist villages.
People	Communities who take part in tourism management in the village are given training related to their expertise so that they can provide excellent service for tourists.

Source:researcher processed data (2021)

#### IV. CONCLUSIONS

Based on the results of qualitative research conducted on the tourism village in West Bandung regarding marketing strategies and marketing mix during the COVID-19 pandemic, several conclusions can be drawn, namely as follows marketing strategy was done through several social media such as Facebook, Instagram and Tiktok that can be used according to the age segment of tourists. can be enjoyed by tourists which can be done online, Alternative marketing strategy of west bandung tourism village that can be done to market their products can be seen from the marketing mix, including : make natural and cultural tour packages in each village, carry out cooperation with the campus by providing training related to tourism and hospitality in order to provide excellent service in tourist villages. Communities who take part in tourism management in the village are given training related to their expertise so that they can provide excellent service for tourists.

#### ACKNOWLEDGEMENT

The author would like to thank LPPM UPH for providing the opportunity to conduct research (No.P-025-K/FPAR/X/2020)

#### REFERENCES

Andiani, N. D., Martin, A. A. N. Y., Trianasari, M., & Rahmawati, P. I. (2021). *Marketing Strategy : Covid-19 VS Tourism Village ( Case Study of Social Media Utilization in Sidetape Village North Bali )*. 197(Teams), 353–362.



- Atsiz, Neciphan;Esitti, B. (2021). *EVALUATION OF THE IMPACT OF CORONAVIRUS ( COVID- 19 ) PANDEMIC ON TOURISM : THE CASE OF ÇANAkkALE TRAVEL AGENCIES KORONAVİRÜS ( COVID-19 ) PANDEMİSİNİN TURİZME ETKİSİNİN DEĞERLİ.... EVALUATION OF THE IMPACT OF CORONAVIRUS ( COVID- 19 )* P. April.
- Bao, H. (2018). *Marketing of tourism services/experiences*. The Emerald Handbook of Entrepreneurship in Tourism, Travel and Hospitality: Skills for Successful Ventures. <https://doi.org/10.1108/978-1-78743-529-220181021>
- Benghadbane, F., & Khreis, S. (2019). The role of tourism marketing in enhancing tourism development: A comparative study between constantine and Amman cities. *Geojournal of Tourism and Geosites*, 24(1), 146–160. <https://doi.org/10.30892/gtg.24112-349>
- Creswell, J. W. (2014). *Research Qualitative, Quantitative, and Mixed Methods Approaches Design Fourth Edition*. In Sage Publications.
- Dyer, T., Lang, M., & Stice-Lawrence, L. (2016). Do managers really guide through the fog? On the challenges in assessing the causes of voluntary disclosure. *Journal of Accounting and Economics*, 62(2–3), 270–276. <https://doi.org/10.1016/j.jacceco.2016.08.001>
- Halim, H. (2017). *The Worst Tourist Drop in Bandung*. *Media Pikiran Rakyat*. [www.pikiranrakyat.com/jawa\\_barat](http://www.pikiranrakyat.com/jawa_barat).
- Ketter, E., Mansfeld, Y., & Avraham, E. (2016). The role of marketing in tourism planning: Overplay, underplay or interplay? *Tourism*, 64(2), 135–148. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-84981313627&partnerID=40&md5=11cfa3eada067cd3eb2cac8281abdb6>
- Kong, X., Zhang, L., & Tan, R. (2021). *Design of tourism marketing management system based on SWOT analysis*. 86–89. <https://doi.org/10.1109/ICITBS53129.2021.00030>
- Kotler, P., & Armstrong, G. (2016). *Principle of Marketing* (15th ed.). Pearson Education. inc.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Prentice Hall.
- Pantiyasa, I. W., & Lestari, D. (2020). *Marketing Strategy of Pakseballi Tourist Village towards Smart Village Destination as Tourism Icon*. *June*, 2041–2049. <https://doi.org/10.5220/0009939020412049>
- Potential, I., & Tenggara, W. N. (2020). *Identifikasi Potensi Dan Status Pengembangan Desa Wisata Di Kabupaten Lombok Tengah, Nusa Tenggara Barat*. *Journal of Regional and Rural Development Planning (Jurnal Perencanaan Pembangunan Wilayah dan Perdesaan)*, 4(2), 84–98. <https://doi.org/10.29244/jp2w>.
- Schein, H. (2018). *Henry Schein SWOT Analysis / Matrix* <http://fernfortuniversity.com/term-papers/swot/1433/268-henry-schein.php>.
- Schein, H. (2021). *Henry Schein Inc. SWOT & PESTLE Analysis* <https://www.swotandpestle.com/henry-schein/>.
- Sitorus, N., Juliana, J., Maleachi, S., Djakasaputra, A., & Prabowo, G. (2021). *Café Marketing Strategy Analysis in The Covid-19 Pandemic*. *International Journal of Social and Management Studies*, 2(5), 44–53.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta, CV. Alfabeta CV.
- UNWTO. (2020). *International tourism continues to outpace global economy*; <https://eturbonews.com/540308/unwto-international-tourism-continues-to-outpace-global-economy/>.