

Establishing the Positioning of Agritourism Product Towards the Collaborative Marketing of CBA *Subak* Jatiluwih Bali

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Positioning is a tool for tourism marketing activities; thus, it directs agritourism management to have a more precise marketing plan and leads the tourism marketing to perform effectively and systematically. Moreover, it supports the management to compose a positive marketing plan by using marketing mix, channel, and predicting results precisely. This article analyses the positioning of agritourism products in Community Based Agritourism (CBA) *Subak* Jatiluwih from visitors' perspective. It examined six variables to create a precise positioning of CBA *Subak* Jatiluwih namely features, benefits, competitors, users, usages, and products' class. The data gathered through a survey and interview to 125 tourists as respondents who met in the *Subak* Jatiluwih area during their visit while consuming agritourism products. The result showed that visiting CBA *Subak* Jatiluwih with motivation for getting recharging and relaxing got in the average scores of 4.48 and 4.49. The scores are almost 5.0 or close to perfect. It means the two parameters on benefits of agritourism products have strong power on CBA *Subak* Jatiluwih's positioning. Therefore, the positioning formulation must be "by visiting CBA *Subak* Jatiluwih, tourists could encourage the inner motivation with relaxing and recharging their selves in the widest rice field teras in Bali".

Keywords: tourists' perspective, positioning, relaxing and recharging, CBA *Subak* Jatiluwih

Introduction

Agritourism had been recognized as a form of tourism activity since the 1800s or industrial revolution era (Sznajder, Przezbórska, & Scrimgeour, 2009). At that time, people, who lived in big cities, were glad to visit country areas and did recreation activities in farming areas. There are many recreation activities having been identified as parts of agritourism products such as having breakfast in rural areas, stay in villagers' house, feeding cow or horse, and other farming activities (Nasers & Retallick, 2012). Those activities could provide new experiences and knowledge for tourists because they can act as a farmer when they took on their vacation.

Recently, agritourism activities have been becoming more popular than in past time as more and more people spend their to visit agritourism destinations. Thus, agritourism destinations with many kinds of attractions have been built dramatically over the world. Not only in developed countries, agritourism has been also well

Acknowledgments: Authors would like to extend sincere gratitude to the Ministry of Tourism and Creative Economy Republic of Indonesia and the Center of Excellence in Tourism, Udayana University for providing financial support of this research.

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developed in developing countries. Particularly, in Indonesia, agritourism has been introduced for decades. Historically, the government of Indonesia began to support agritourism as a part of the economic development program in 1989, when the Ministry of Agriculture in collaboration with the Ministry of Tourism, Post and Telecommunication issued public policy on agritourism development on decree (Surat Keputusan) No. 204/Kpts/HK.050/4/1989 and KM.47/PW.004/MPPT-89 (Sarjana, 1997). Thus, this regulation brought a positive impact on agritourism development progress, resulted many agritourism destinations had been established since the 1990s. For example, Taman Buah (fruit garden) Mekar Sari in Bogor (West Java), agritourism of apple in Malang Regency (East Java), and agritourism of salak (snake fruit) in Sibetan Village, Karangasem Regencies (Bali Province) become popular. In addition to that, agritourism could develop in certain rural areas such as Pelaga Village in Badung Regency and *Subak* Jatiluwih, Tabanan Regency (Bali). Specifically, the agritourism destination optimizes the asset of *Subak* which is the Balinese traditional religious farming organization providing tourism experiences in rice field areas.

Theoretically approach, some reasons could be considered for developing agritourism destinations. Firstly, they are creating new opportunities for villagers to increase their family income through engaging the job and business opportunities beyond agricultural activities since farmers could enlarge their farming areas not only for farming production but also tourism activities, called a multi-functionality of farming areas. Secondly, agritourism is significantly able to support government income and solve the development gap between sectors (tourism and agriculture sectors) and regions (urban dan rural areas). In addition, it is projected to create a new market for agricultural products. However, the performance of agritourism in Indonesia in supporting the empowerment of rural people welfare had not been recognized for years due to its less professional management; thus, it could not fulfil the stakeholder expectation at the end.

Therefore, professional tourism management should pay similar attention to all factors which are supporting tourism destination development. According to Bornhorst, Ritchie, and Sheehan (2010) to reach successful tourism destination development, management of tourism destination must consider six aspects such as economic growth (having to the target of tourist number and maintaining the quality of hospitality), a good marketing system (quality and awareness of the destination image and brand, media exposure, etc.), creating and promoting quality tourism products, providing quality tourist experiences (as measured by tourist satisfaction, repeat visits, word of mouth and social media impact, etc.), a good relationship between hosts and guests. Additionally, Indonesia Constitution No. 10 Year 2010 provides direction that developing tourism sector should provide similar attention on the tourism industry, tourism destination, marketing, and tourism institution. In brief, to build up good tourism management tourism products and marketing strategy must be managed properly.

Unfortunately, tourism marketing especially in agritourism mode still has less priority. Agritourism management places its focus more on developing agritourism products or destinations, so that, they argue a kind of miss understanding point of view that, tourists will visit them automatically once they had a good agritourism destination. On the other hand, marketing performs an important role in supporting tourism destinations including agritourism and spiritual tourism. Without marketing activities, tourism business will be stopped; thus, marketing will be encouraging to reach sustainability of tourism business (Pitana & Sarjana, 2020; Pitana & Narottama, 2021). Moreover, Pitana and Narottama (2021) described that developing a tourism marketing strategy should be paying attention to positioning, targeting, and also collaboration. For this reason, the article discusses the relationship between positioning and collaborative marketing for developing the marketing strategy of CBA *Subak* Jatiluwih.

CBA *Subak* Jatiluwih is the most popular agritourism destination in Bali Province. It employs rice fields and its surrounding as the core of agritourism products. Besides, *Subak* Jatiluwih had been recognized as part of the world heritage cultural site since 2012 (Miura & Sarjana, 2016; Suryawardani, Wiranatha, Purbanto, & Nitivattananon, 2020). Apart for that privilege of *Subak* Jatiluwih position, it is assumed that the marketing aspect on managing CBA *Subak* Jatiluwih has been unfocused for years. Consequently, the number of visitors in CBA *Subak* Jatiluwih was recorded only at 459,007 tourists in 2019, only 0.17% compared to total recorded tourists arrival in Bali Islands which reached 26,500,000 tourists (Tourism Government Official of Bali Province, 2019). Therefore, it could be concluded that the positioning is crucially required to support developing the collaborative marketing strategy for sustaining CBA *Subak* Jatiluwih.

Literature Review

Community-Based Agritourism

The term of agritourism has been acculturated from two words such as agriculture and tourism (Sznajder et al., 2009). Moreover, Sznajder et al. (2009) pictured agritourism as tourism activities that provide a connection between tourists and the land or farming areas, so, tourists feel more familiar with everything in farming areas. In addition, they also state a definition of agritourism based on farmers' views or supply dimension where it is considered as tourism business which is invested and managed by farmers. In this condition, farmers do not only sell the good in services in natural touristic resources, but they also invest through providing more comfortable tourism facilities for tourists. In this context, farmers as investors create a well-managed plan to transform their farming areas into a tourism destination; they build up the 4A (attraction, accessibility, amenities, and ancillary) to reach high standards of tourism facilities.

Furthermore, Pitana and Sarjana (2020) defined agritourism as tourism activities based on agricultural assets. Pitana and Sarjana described that many tourists have the expectation to spend their time in a "rural atmosphere" especially agricultural land for gaining farmers' life experiences. In detail, Chikuta and Makacha (2016) added that agritourism consists of two aspects such as working/operational farm and contact with farming activities. Operational farm related to the modification of physical farming areas or multifunction development for gaining additional income from tourism activity. Then, the engagement into farming activities refers to the farming trip that can be conducted directly (participation in planting or harvesting, learning farming tradition) and indirectly (food processing, and outdoor activities). In conclusion, agritourism can be seen as a big effort to develop the mutual relationship between tourism and the agriculture sector. It means that the tourism could utilize agricultural potentials to provide a qualified tourist experience; as a result, farming communities could earn additional income from tourism activities within their participation as workers or businessmen in the tourism sector.

Agritourism can be managed by private enterprises and the community, which is also established in Bali. The enterprises-managed agrotourism destinations usually developed in narrow agricultural areas on average 0.4-1.5 ha. Meanwhile, the Community-Based Agritourism (CBA) covers wide areas because it utilizes community assets (Satriawan, Pujaastawa, & Sarjana, 2012; Satriawan, Pujaatawa, & Sarjana, 2014; Satriawan, Pujaastawa, & Sarjana, 2015). Satriawan et al. (2015) observed 48 agritourism destinations in Bali for years and found that more than 80% of agritourism destinations in Bali are managed by private enterprises, and only less than 20% are belonged to CBA. In general, CBA is developed both in particular commodity areas (snake fruit, wine, orange, coffee, and paddy) and mixed commodities areas. In addition, CBA can be a process of the

transformation agriculture community to tourism actors/stakeholders (Sardiana et al., 2020). Thus, this transformation has been conducted in order to elevate the farming families' income and their quality of life.

***Subak* System as Local Wisdom of Balinese**

Subak is the most popular institution which implements the sustainable development concept in Indonesia because it has been managed based on Tri Hita Karana (THK) philosophy. THK philosophy is Hindu's values that lead the Balinese to maintain the happiness of their life in three aspects such harmonious relationship between men and God, their fellows, and the environment (Sutawan, 2008; Windia et al., 2005). Moreover, Sutawan (2008) defined *Subak* as the farming organization that functioned to manage irrigation system based on THK philosophy. For this reason, *Subak* has been characterized as a socio-religious-agrarian organization or local wisdom from Bali Islands.

The *Subak* system is formed from a long process. Farmers who are coming from the same region, either the same village or same working field, as well as facing the similar problems concerning on their water irrigation, gather together to discover the solution related to the issue. Then, those farmers are working together in finding the water resources or even river that could supply the water needs to their irrigation system. From those water resources then a predicted water irrigation on the surface. Further, the irrigation system consists of *empelan* or dam, tunnel, primary canal, secondary canal, tertiary canal, and *talinkunda* (the water division into each personal land of the farmer as the member of *Subak*). Finally, once the irrigation system is already well-established, able to watering every farmers' land), then the *Subak* organisation is ready to be constructed as its follow up action (Sarjana, 2005).

According to Windia et al. (2005), there are several considerations required in developing the *Subak* system namely, water resource availability, prepared rice field as the working land, and the readiness of the particular group of society to accept the transformation from dry-land farming to the wet-land farming system. Further, Windia explained about three prominent obstacles regarding the *Subak* system development. Firstly, the community would meet difficulty in integrating the irrigation system within its religious socio-cultural condition, which is become crucial within the process of *Subak* management system. Secondly, several farmers would not be ready to join into the complicated organisation followed by rules in form of *Awig-awig* or strict written regulation. Lastly, related to the aspect of material, regard a very complicated irrigation water division.

Subak owns strategic role towards the sustainable development both in agricultural and tourism sector. The Tri Hita Karana (THK) philosophy, positioning as the management foundation of the *Subak* system, would be the local wisdom that goes along with sustainable philosophy development that applied in every sector nowadays. Further, the socio-cultural aspect that underlies on the sustainable development could be implemented within the *Subak* management system particularly on its *gatra parahyangan*, harmonizing the relation between the farmers and God. The economy aspect then applied through the business system as the *gatra pawongan*, the well-maintained relation between the farmers and stakeholder, or another people in general term. Meanwhile, the environmental aspect is determined from the *gatra palemahan*, the well-managed relation between the farmers and its environment (rice field and the water resources surroundings) (Sutawan, 2008; Windia et al., 2005). In summary, the THK philosophy could be defined as the three main causes of happiness that underlies as the farmers' life consensus in managing the *Subak* system that could be implemented in every aspect of development at this present time.

In fact, the concept of THK philosophy can be understood in similar meaning to the sustainable development concepts as the development process must consider environment, social and economic impact of human being; for instance the relationship between humans and God could be seen as social-culture activity, while the humans and their fellow could perform the economic activity, and the last, farmers apply environmentally friendly technology as a clear sample of a good relationship between humans and the environment. Thus, *Subak* system has been recognized as a successful institution in supporting sustainable development in the agriculture sector. Because many assets of *Subak* are utilized as tourism attractions, *Subak* also has been expected to have a good contribution in the tourism sector. As a result, many *Subak* has been transformed into actors in the tourism industry for managing its agritourism potentials.

As mentioned above, *Subak* as a farming organization in wetland, therefore, all rice fields in Bali have been managed under *Subak* system. Practically, there are some tourism attractions being created based on assets of *Subak* such as a panorama of rice fields, farming activities (preparing land, seeding, planting, harvesting). In *Subak*, tourists can learn Hindu religious ceremonies, traditional architecture, and local knowledge on managing rice and other commodity plantations. Moreover, several other tourism experiences can be enjoyed in *Subak* which would be living in farmers' houses, feeding cattle, or having breakfast in rice fields (Wiranatha & Suryawardani, 2018; Diarta & Sarjana, 2018).

Collaborative Marketing

As tourism business activity in agriculture environment, agritourism is similar to other business forms which need proper management to reach benefit and sustainability. Developing modern business usually covers many aspects such as products and services design, business model design, and marketing. According to Kotler et al. (2017, p. 29) that "marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return". This definition reveals that reciprocity of goods and services between producers and consumers occurred when producers can produce something of high quality or it has the value that is needed by consumers.

In other words, Pitana and Narottama (2021) figure out that marketing could be a valuable aspect of tourism management. They mentioned that the failure of marketing strategy can lead to unprofitable tourism destination management. Pitana and Narottama stated that marketing becomes so crucial as it produces, communicates, and distributes goods and services to consumers in order to fulfil consumers' needs. The importance of marketing is highly relevant with collaborative marketing which is the newer term on marketing strategy design. Hill (2013) revealed that collaborative marketing is a connection between enterprises and their customers for maximizing long-term shared value. This approach integrates the most basic idea of marketing—a customer-driven orientation.

Thus, the important function of marketing activity could apply to agritourism management. Marketing must be considered on an action plan as well as agritourism product development. The marketing plan consists of some aspects like positioning and target market. Without positioning and target which are defined in a proper statement, marketing strategy would have less focus and be less effective to gain its benefits.

Positioning

Fanggidae 2006 (in Pitana & Narottama, 2021) described positioning as an effort to put the product in consumers' mind. In addition, Kotler (2002) pointed out positioning as action to design the supply dimension of the company and its image for reaching the special position in consumers' mind. For this reason, positioning

could be recognized as a key element in designing a marketing strategy. For a company, the positioning provides benefit that the management can define the consumers point of view about the differentiation of their products both in goods and services. Moreover, positioning had been aimed to describe the products which have some competitive advantages comparing other similar products produced by different companies. Then the competitive advantages desired by consumers is defined as the target of the market (Johansson, 2010; Grönroos, 1997).

Grossklaus cited by Schuh, Pitsch, and Schippers (2014) stated that there are five-factor can influence market positioning. Those factors are market leadership position, follower position, me-too position, price position, competition-oriented position, and niche position. To gain efficiency of resources as a tool on creating market positioning, it should be involved net benefit, range of services, integration of customers, suitable for tool and die making industry, and differentiation characteristics (Schuh et al., 2014). Furthermore, Kotler, Armstrong, Saunders, and Wong (1999) declared that the positioning of a product could be assessed in six factors such as product attributes, benefits, usage, users, competitors, and product classes. The assessment could be utilized on depicting the advantage of the product itself. This research prefers to use Kotler's positioning concepts.

Moreover, the Sustainable Livelihood Framework (SLF) was applied as the main analysis tool in discovering the in-depth comprehension towards the collaborative marketing and positioning development activities of CBA *Subak* Jatiluwih. The SLF is applied in revealing both marketing and positioning activities through discussing several aspects such as natural capital, social capital, human capital, physical capital, and financial capital (Alatalo, 2017; Mwenda & Turpin, 2016). Vafadari (2013) then modified the SLF implementation into the agritourism development in six main type of capital namely social, natural, economy, human institutional, and attraction capital.

Methodology

The research has been conducted in CBA *Subak* Jatiluwih, Tabanan Regency, Bali Province, Indonesia (Figure 1). *Subak* Jatiluwih covers 303 ha rice field and 545 farmers are noted as members of the *Subak*. Moreover, *Subak* Jatiluwih has been visited by tourists since 1970s; thus many foreigners especially from the Netherlands came to Jatiluwih Villages for experiencing nostalgic activities. The Netherlands people were mostly retired men from the Army who were doing their job in Tabanan Regency in past time (Sarjana, 2007). CBA *Subak* Jatiluwih was chosen as research location because of some considerations. CBA *Subak* Jatiluwih has been recognized as the most popular agritourism destination in Bali from either domestic or international tourists' view. However, the positioning of CBA *Subak* Jatiluwih has not been composed yet; thus, it needs to define properly in order to support collaborative marketing activities of CBA *Subak* Jatiluwih. Then, data have been generated by conducting survey of 125 tourists who consumed agritourism products in CBA *Subak* Jatiluwih.

The number of study populations, namely the number of tourists visiting in 2020, is not known with certainty; the technique of determining samples is non probability sampling or quota sampling. The use of quota sampling is because not all members of the population have the same opportunity as the sample. Meanwhile, how to take samples using accidental sampling (Supranto, 2008; Wu Suen, Huang, & Lee, 2014). The parameters used to select travelers as a sample of research:

1. Tourists who have visited ABM *Subak* Jatiluwih at least once,

2. Tourists are at least 15 years old,
3. Tourists are willing to fill out questionnaires.

According to Nurdin and Hartati (2019), the determination of the number of samples is very closely related to the type of research that is being carried out. For correlational studies, the minimum sample count was 30, while in experimental studies the minimum sample count was 15 from each population group studied. Meanwhile, the survey study of the minimum sample number mentioned as many as 100 samples. In this study it determined the sample number of 125 tourists who had visited *Subak* Jatiluwih, with a proportion of 100 (80%) foreign tourists and 25 (20%) archipelago tourists.

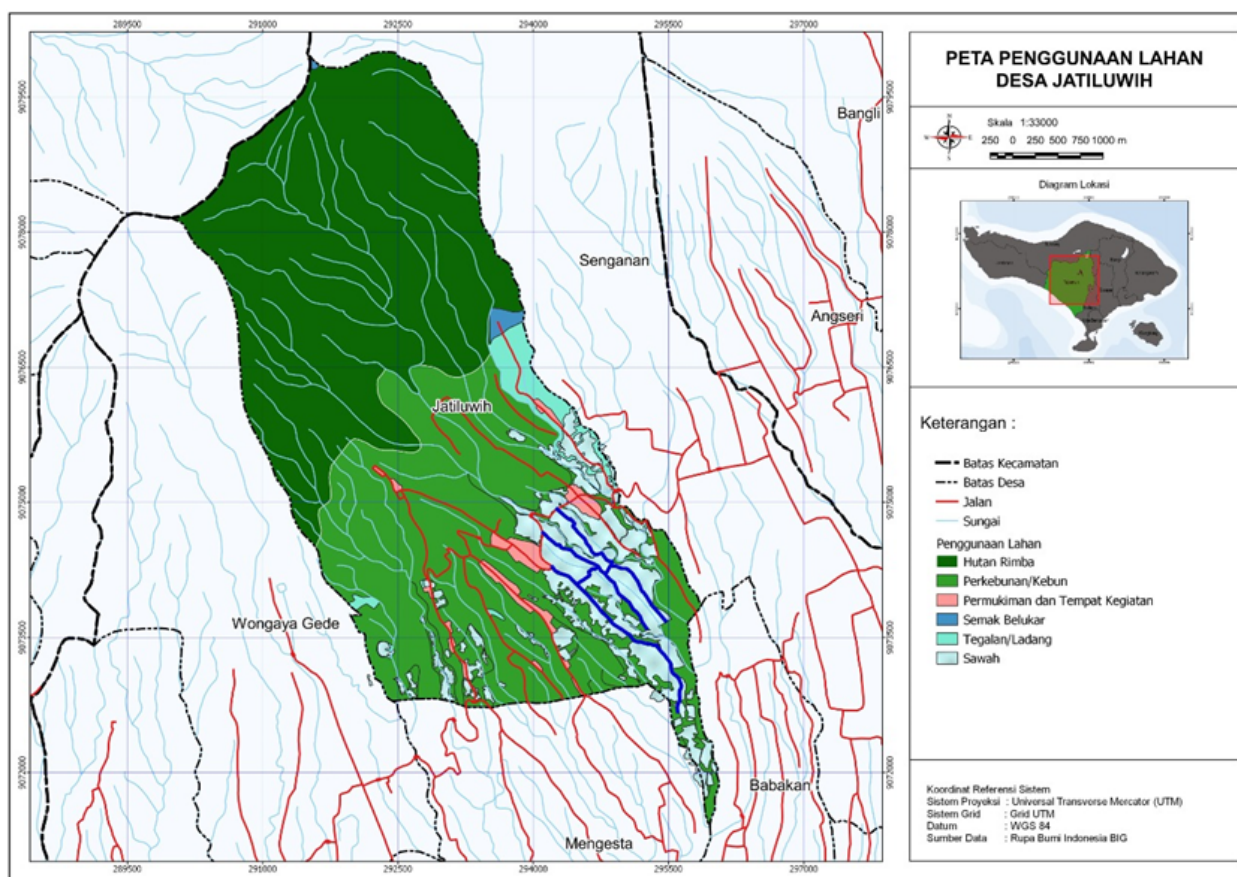


Figure 1. Maps of CBA *Subak* Jatiluwih. Source: Rupa Bumi (2021).

The total of respondents refers to the description of Nurdin and Hartati (2019) mentioned that the total sample in a survey can be differentiated into two, such as a survey for correlation analysis needs by at least 30 respondents, and experiment analysis needs within at least 100 respondents. This research then can be categorized as the second category, so there more than 100 persons chosen as the respondents. The questionnaire has been constructed in positive statements and followed with a Likert scale (Table 1). According to Supranto (2008), the data would be analyzed using a formula of the interval of classes. The formula is below:

$$C = \frac{X_n - X_1}{k} = \frac{5 - 1}{5} = 0.8$$

Its descriptions are:

C = class length,

X_n = highest observation value,

X₁ = lowest observation value,

k = total of statements' criteria.

These are the results of length of interval class:

1.0-1.79 = very bad,

1.80-2.59 = bad,

2.60-3.39 = sufficient,

3.40-4.19 = good,

4.20-5.00 = very good.

The expert assessment approach is applied in determining the parameters of each positioning variable used in the questionnaire. These activities then conducted through FGD participated by five participants, coming from different experts, such as two persons from marketing expert, a tourism planning expert, an agrotourism expert, and social psychology expert. Holistically, the applied parameters utilized in the questionnaire were taken through several consideration from prior existing researches related to the tourism positioning particularly the tourism in the village included the agrotourism.

Table 1

Variables and Parameters of Agritourism Products in CBA Subak Jatiluwih

No.	Variables	Parameters
1	Products' attributes	Cleanliness; hospitality; information accuracy; souvenir facilities; and diversity of tour packages
2	Benefits for tourists	Participation on activities of culture and environment conservation; getting unique experiences in agritourism areas; recharging inner motivation; relieve stress or refreshing
3	Usage products	Stay overnight in villa/local people house; exercise in open space; enjoying different atmosphere
4	Competitive advantages to competitor	Learning of rice organic plantation; learning <i>Subak</i> system; enjoying natural panorama; participate on Jatiluwih cultural festivals
5	Users	I want to revisit CBA <i>Subak</i> Jatiluwih; CBA <i>Subak</i> Jatiluwih has good tourism facilities including internet
6	Class of products	Local culinary; local wisdom value; implementation of friendly environment technology; physical and mental health

Results and Discussion

Profile of CBA *Subak* Jatiluwih

CBA *Subak* Jatiluwih is located on the slopes of Mount Batukaru. As presented on Figure 2, *Subak* Jatiluwih is one of 20 *Subaks* located around Mount Batukaru which are called Catur Angga Batukaru (CAB). CAB refers to the communities lived around Mount Batukaru who manage and maintain Balinese culture belongings such as *Subak*, temple, ritual ceremonies, and values and believes of local people. *Subak* in CAB has been approved as a part of World Heritage Culture (WHC) in Bali Islands since 2012 (Widari, 2015; Miura & Sarjana, 2016; Wiranatha & Suryawardani, 2018). The award of WHC site was awarded to *Subak* Jatiluwih to appreciate farmers, who have successfully presented their efforts to conserve as well as preserve their environment and culture for centuries. *Subak* Jatiluwih has excellent capital on managing their asset continually

because the *Subak* is located in high-land areas. Therefore, farmers are well-known in creating rice fields squared in small areas. Because of it in the slopes, rice fields can be seen as a ladder in earth or it is usually called as *terasering*. Jatiluwih rice field terrace has got its popularity as recreation place. Another advantage of rice fields in higher land is that the water resources of the irrigation system are still pristine or unpolluted so that farmers can cultivate the rice fields with organic farming management. Those are two kinds of competitive advantages that influenced *Subak* Jatiluwih as the most popular agritourism destination in Bali.



Figure 2. Maps of *Subaks* on Catur Angga Batukaru. Source: Made Sarjana (2020).

Kenebayeva (2014) and Aktymbayeva, Nuruly, Aktymbayeva, and Aizholova (2017) find out that agritourism attractions consist of many things such as agro-hospitality, agro-astronomy, direct sales, recreation, agro-sport, entertainment, agro-therapy, and ethnography. Furthermore, it can be simplified into four classes of agritourism attractions such as agri-experience, agritainment, agri-sales, and agri-therapy (Kenebayeva, 2014). The concepts used as a tool to observe agritourism products in CBA *Subak* Jatiluwih.

Generally, tourists could consume all categories of agritourism products. They freely get agri-experience such as interacting with farmers for learning traditional farming/organic farming activities, staying in farmer house, and taking the culinary class. Some agritainment attractions which offered in CBA *Subak* Jatiluwih consist of taking selfie in some instagramable spots and enjoying Jatiluwih Cultural Festivals, which organized annually before the Pandemic Covid 19. In consuming agri-sales, tourists can have lunch in local restaurants or warung, hiking in trekking path. In addition, some tourists came to CBA *Subak* Jatiluwih just for staying alone or taking meditation or yoga classes. The activities are generally classified as agri-recreation. Spiritual tourism like meditation or yoga class is recognized as quality tourism activities where tourists should pay for a higher price and stay in longer time than regular tourists who visited CBA *Subak* Jatiluwih maximum in one or two days. There are two institutions providing meditation and yoga classes such as Dasa Vayu Retreat; Batu Karu

Organic Estate and Farm. They serve tourists in groups of at least 10 or 15 people for a month in one period within more than 2,000 USD charge for every single participant/tourist.

Agri-tourists' Profile in CBA *Subak* Jatiluwih

It could be seen in Table 2, the tourists, who have visited CBA *Subak* Jatiluwih, had some significant characteristics. They are in balance categories of gender that 52% are men while the 48% are women. The visitors of *Subak* Jatiluwih coming for recreation activities are dominated by productive age especially between 20 to 40 years old, around 74%. The origin countries of those foreign visitors were coming from European countries (29%) and followed by Asia (25%) and Australia (23%) respectively. In other variables that influenced agritourists characters in CBA *Subak* Jatiluwih, it can be depicted that the visitors are enrolled in certain job or profession for about 38%, they use social media channels on searching information about Jatiluwih (5%), and also they came to Jatiluwih for taking rest (44%). Hopefully, the management of CBA *Subak* Jatiluwih can consider the picture of agri-tourists' profile as important information on defining the target of collaborative marketing.

Table 2

Characteristics of Respondents

Characteristics			Percentage (%)
Sex	Men		52
	Women		48
Age	11-20		14
	21- 30		38
	31- 40		36
	41-50		8
	51-60		4
Origin of tourists	Indonesian	Bali Islands	52
		Other parts of Indonesia	48
	International	Asia	25
		Australia	23
		America	17
		Latin America	5
		Europe	29
		Africa	1
Occupation	Workers		38
	Businessmen		28
	Students		29
	Retired people		5
	Others		0
Transportation	Motor bike		44
	Car		45
	Bus		11
Source of information	Social media		50
	Relatives and friends		42
	Mass media		2
	Tourist guides		2
	Travel agents		3
	Website		1

Table 2 to be continued

Motivation	Rest and relaxation	44
	Visiting relatives and friends	8
	Culture	12
	Fun	31
	Sport and recreation	3
	Health	1
	Religious reason	1

Source: Primary Data (2020).

Positioning of CBA *Subak* Jatiluwih

Referring to the concept of positioning (Kotler et al., 1999), the positioning could be created by considering six aspects of product. These are product attributes, benefits, usage, users, competitors, and product classes. Respond of tourists to products attributes of CBA *Subak* Jatiluwih attained in average 4.15, which means the tourists state that the tourism attraction is good. Two of five variables, such as cleanliness and friendly local people, have been highly appreciated by tourists. In absolute values, the variables recorded at 4.42 and 4.43, or in relative values are said as “very good”. In addition, the rating of the other three variables is only listed in “good position” (Table 3).

The results showed that many tourists came to CBA *Subak* Jatiluwih as they want to enjoy good quality of environment. The tourists enjoy unpolluted areas. They do not want to smell awful or witnessing lots of trash. Novie, a tourist woman from Europe, said that “Thank you for your hospitality and very nice job, very clean, beautiful place. See your next step for organic certification”. The opinion pointed out that tourists enjoy connecting their self into the nature in CBA *Subak* Jatiluwih.

Table 3

Attributes of Products CBA Subak Jatiluwih

No.	Parameter	Category					Average	Conclusion
		1	2	3	4	5		
1	I agree CBA <i>Subak</i> Jatiluwih is very clean.	1	1	16	33	74	4.42	Very good
2	Local people are very friendly.	1	0	17	33	74	4.43	Very good
3	I think local people provide accurate information about CBA <i>Subak</i> Jatiluwih.	2	4	25	54	42	4.09	Good
4	I can buy souvenirs easily in CBA <i>Subak</i> Jatiluwih.	3	6	27	28	62	4.14	Good
5	I agree tourism package is very diverse.	4	17	39	28	38	3.66	Good
Average							4.15	Good

Source: Primary Data (2020).

Tourists recorded a very positive perception in regards to the benefits of consuming agritourism products in CBA *Subak* Jatiluwih. They feel that they got overjoyed experience in agritourism destination. In CBA *Subak* Jatiluwih, tourists can participate in culture and environment conservation activities. They also obtain a unique experience, recharging and doing something fun in good quality of tourism activities. Therefore, tourists evaluate all variables of tourism benefits an average of 4.41 or the quality statements can be considered as “very good”. Table 4 showed the benefits of agritourism products in CBA *Subak* Jatiluwih as well as their excellence variable on creating positioning.

Table 4

Benefits of Agritourism Products in CBA Subak Jatiluwih

No.	Parameter	Category					Average	Conclusion
		1	2	3	4	5		
1	By visiting CBA <i>Subak</i> Jatiluwih, I participate on environmental and cultural conservation program.	4	0	15	54	53	4.24	Very good
2	In CBA <i>Subak</i> Jatiluwih I got unique experience.	4	2	20	40	60	4.22	Very good
3	In CBA <i>Subak</i> Jatiluwih, I could recharging my soul.	0	0	11	31	83	4.58	Very good
4	In CBA <i>Subak</i> Jatiluwih, I can relieve stress or feel free/fun	3	1	7	27	88	4.59	Very good
Average							4.41	Very good

Source: Primary Data (2020).

Furthermore, the variables of agritourism product usage in CBA *Subak* Jatiluwih have been evaluated through three parameters such as staying in local houses and interacting with the owners, doing some fun activities like hiking and biking, and getting different nuances of daily life. Tourists demonstrated that they were happy with the atmosphere in CBA *Subak* Jatiluwih; thus, they got a new experience for a different situation of daily life; therefore, they agree as it was “very good”. However, tourists are not so happy with staying in local houses and doing various physical activities like hiking and biking as it was pointed out in Table 5. As a result, tourists give in averages at 4.04 as respond or in relative conclusion they are only scale as “good”.

Table 5

Usage of Agritourism Product in CBA Subak Jatiluwih

No.	Parameter	Category					Average	Conclusion
		1	2	3	4	5		
1	In CBA <i>Subak</i> Jatiluwih, I can stay in local people houses/villas and build interaction with the owners.	10	3	41	29	43	3.76	Good
2	In CBA <i>Subak</i> Jatiluwih I can choose some activities such as hiking, biking, or riding horse.	5	6	22	34	59	4.11	Good
3	In CBA <i>Subak</i> Jatiluwih, I feel different atmosphere.	4	0	19	44	59	4.26	Very good
Average							4.04	Good

Source: Primary Data (2020).

Comparing with others tourism destinations, CBA *Subak* Jatiluwih owns many comparative advantages. Tourists mostly agree that CBA *Subak* Jatiluwih is overshadowing. Therefore, tourists present their absolute value of competitiveness of CBA *Subak* Jatiluwih in an average of 4.10 or it is appreciated as “good” in relative value. Table 6 figured out two parameters that could be very strong excellence such as *Subak* Jatiluwih manages the widest terrace/rice field in Bali, and tourists can enjoy cultural activities in CBA *Subak* Jatiluwih. The two parameters have to be approved on a very good category.

Regarding agritourists’ expectations, mostly they want to visit CBA *Subak* Jatiluwih again in the future time. This perception was showed on opinion in a “very good” category or the absolute value in the average of 4.48. As a member of the community in 4.0 Industrial Era, tourist also expects good internet facilities in CBA *Subak* Jatiluwih but this parameter only received evaluation score in the average of 3.78 or in relative

perception is “good”. As a result, Table 7 showed the variable of the user in positioning CBA *Subak* Jatiluwih is in the average of 4.13 or “good”.

Table 6

Competitive Advantages of CBA Subak Jatiluwih Compared to Some Competitors

No.	Parameter	Category					Average	Conclusion
		1	2	3	4	5		
1	In CBA <i>Subak</i> Jatiluwih, I can learn farming activities (planting, harvesting or storing) of red rice cultivation.	0	11	49	29	36	3.72	Good
2	In <i>Subak</i> Jatiluwih, I understood	4	17	39	28	38	3.66	Good
3	CBA <i>Subak</i> Jatiluwih has the widest terasering/rice field; it is the most pleasant place to connect with nature.	0	2	6	24	93	4.66	Very good
4	In CBA <i>Subak</i> Jatiluwih, I can enjoy tradition, traditional dance, gamelan and others on Jatiluwih Cultural Festival.	1	5	16	36	68	4.34	Very good
Average							4.10	Good

Source: Primary Data (2020).

Table 7

The Users' Expectation of CBA Subak Jatiluwih

No.	Parameter	Category					Average	Conclusion
		1	2	3	4	5		
1	I am really proud and happy with everything in CBA <i>Subak</i> Jatiluwih, so I want to come again.	2	4	10	35	76	4.48	Very good
2	In CBA <i>Subak</i> Jatiluwih, internet connection must be available in good condition so I can share experience in social media directly.	10	13	22	30	50	3.78	Good
Average							4.13	Good

Source: Primary Data (2020).

The class of products of CBA *Subak* Jatiluwih is measured on some parameters. It is related to local culinary, local wisdom learning, organic farming experience, and spiritual activities. Tourists are excited to enjoy local food and learn local wisdom. Then, they also have positive views on organic farming and spiritual activities. In brief, they agree to score it on an average of 4.24, considered as “very good” category (Table 8).

Elisabeth, a tourist from Belgium, said that “Seeing organic farming. Drinking delicious tea. Let’s get this certified organic and get sales going”. Agus Kurniawan, a domestic tourist who came from Denpasar City said that he could eat delicious food in a local restaurant in Jatiluwih. These opinions encouraged that class of agritourism products in CBA *Subak* Jatiluwih are worth keeping.

All parameters of positioning aspects have good contributions to encourage positioning of CBA *Subak* Jatiluwih. On attributes of agritourism products, the friendly manner of Jatiluwih villagers recorded a score of 4.23. Moreover, visiting CBA *Subak* Jatiluwih with motivation for getting recharging and relaxing got in the average scores of 4.48 and 4.49. The scores are almost 5.0 or close to perfect. It means that, the two parameters on benefits of agritourism products have strong power on CBA *Subak* Jatiluwih’s positioning. Moreover, getting a diverse feeling in a new situation (usage aspects of agritourism products) and enjoying the widest rice fields in CBA *Subak* Jatiluwih (competitive advantage versus competitors) are listed as the highest score on each variable, 4.26 and 4.66 respectively. The last two powerful parameters are the expectation to revisit (user)

with a score of 4.48 and learning *Subak* as local wisdom in Bali (class of product) with a score of 4.40. Generally, it can be formulated that the most powerful variable on the positioning of CBA *Subak* Jatiluwih is the benefit of agritourism products. The positioning formulation must be “by visiting CBA *Subak* Jatiluwih, Tourists could encourage the inner motivation with relaxing and recharging their selves in the widest rice field teras in Bali”.

Table 8

Class of Agritourism Products in CBA Subak Jatiluwih

No.	Parameter	Category					Average	Conclusion
		1	2	3	4	5		
1	In CBA <i>Subak</i> Jatiluwih, I can enjoy traditional culinary.	4	2	15	33	72	4.36	Very good
2	In CBA <i>Subak</i> Jatiluwih, I can study local wisdom that farmers apply THK philosophy for their life harmonization.	2	4	8	49	64	4.40	Very good
3	In CBA <i>Subak</i> Jatiluwih, I can share knowledge about organic farming or environment friendly technology for agriculture sector.	6	2	18	50	49	4.07	Good
4	In CBA <i>Subak</i> Jatiluwih, I can do spiritual activity such meditation and yoga for balance of the life between body and soul.	5	6	22	34	59	4.11	Good
Average							4.24	Very good

Source: Primary data (2020).

Furthermore, the calculation of all variables found the general average of parameters score is 4.11. In relative evaluation, tourists said the overall quality of agritourism products in CBA *Subak* Jatiluwih is considered as “good”. In other words, it is a warning for tourism stakeholders to collaborate on developing and implementing the marketing strategy of CBA *Subak* Jatiluwih.

The result of the SLF analysis towards the primary data that gathered from observation, in-depth interview as well as FGD summarizes that *Subak* Jatiluwih owns several capitals such as natural capital; social, human, economy, and institutional capital; the nature capital can be seen from the beauty of rice field terrace panorama, clean air, local paddy type called *beras merah cendana* (red cendana rice). The social capital could be inferred from the balance relation among stakeholders, farmers, local tourism activists, government, academician, local NGO, and the tourists. This harmonic relationship would assist the enhancing the quality of the farming area; thus, it is appropriate for establishing the agrotourism. While, human capital exists from the capable human resources coming both from Jatiluwih village and outside of the village and potential to work on the collaborative marketing plan. These people own different competency that would able to strengthen the marketing. Some of them are coming as the *Subak* management staff who has wide networking within the farmers in Bali or even in Indonesia. They are often to share both their skill and knowledge about paddy management system in Bali. Some of the tourism activists are actively engaged in the Indonesian Hotel and Restaurant Entrepreneur Association, the Indonesian Tour Guide Association, or even ASITA. In addition, another human capital is also available based on their skill on IT and social media influencer. Therefore, those various competency could be able assisting the development of the collaborative marketing.

The economy capital would be exist in form of investment by the stakeholder; the community, government, and entrepreneur; to build the material facility that supports the agrotourism such as the jogging track, accommodation development (homestay and restaurants), the interesting selfie spot, camping ground and others.

Then, the attraction capital owned by the CBA *Subak* Jatiluwih seems very various starting from something to see (natural panorama, ploughing with traditional tool and its buffalo with the farmers, the ceremony activities both in the temple and rice field), something to do attraction (walking around the rice field, taking selfie, mingling with the farmers while planting the paddy), something to buy (the tourist could spend their night around the *Subak* Jatiluwih area, enjoying the breakfast or lunch at the rice field area), and something to learn (the foreign visitors could learn about the *Subak* system, Tri Hita Karana Implementation, and the organic farming management).

The institutional capital is indicated from the community that live in Jatiluwih village has their supportive institution in developing as well as marketing the agrotourism product. There are five traditional institution involved in developing and empowering the agrotourism in *Subak* Jatiluwih such as Desa Adat (customary village) Gunung Sari, *Subak* Jatiluwih, *Subak* Abian Jatiluwih, and *Subak* Abian Gunung Sari. Those five institutions establish a new institution called Pengelola Daya Tarik Wisata or Tourist Attraction Management of Jatiluwih. Thus, this institution is responsible for managing the development of agrotourism product as well as its marketing.

Conclusion

There are two important conclusions can be drawn in this study. First, CBA *Subak* Jatiluwih was developed by optimizing various types of capital owned by local communities including social, natural, economic, human, institutional, and attraction capitals. All types of capital are managed proportionally in a *Subak* system and combined based on the principle of Tri Hita Karana. As a result, tourists who visit CBA *Subak* Jatiluwih get a unique experience about the local wisdom reflected in the agricultural culture of the Balinese people. In addition, CBA *Subak* Jatiluwih has complete tourism attractions starting from the aspect of something to see, something to do, something to see, and something to learn. Second, tourists perform their contribution in improving the quality of CBA *Subak* Jatiluwih attractions through sharing opinions, experiences, and expectations after visiting these tourist destinations. This contribution is as a form of collaborative marketing activities as well as the cooperation between producers and consumers in developing and marketing agrotourism products at CBA *Subak* Jatiluwih. From the perspective of tourists, it can be overhauled positioning ABM *Subak* Jatiluwih as @let's visit CBA *Subak* Jatiluwih to increase working motivation (recharging) and relieve pressure from the burden of work or relaxing.

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