

# Management Implementation of Puputan Badung Storynomics in Denpasar City Tours, Bali

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**Abstract:** This study aims to determine the management implementation of the Storynomics concept of the Puputan Badung war story in the city tours of Denpasar City and determine the management implementation model that can be used. The data collection methods used are interviews, participatory observations, documentation and FGDs. Storynomics tourism as one of the concepts echoed by the current government in its aim to promote historical and heritage stories in tourist destinations has been eyed to begin developing in each region in Indonesia. Denpasar City has started to adopt the concept of storytelling in packaging historical stories, but the synergy built between each stakeholder has not been optimal. So that good cooperation is needed between each related party in developing the concept of Storynomics tourism in a sustainable manner in the future. So that the Denpasar tourism promotion media becomes wider. The development of this new marketing pattern is expected to be adopted by the government and tourism actors involved in it. So that it gives rise to a contribution in the form of optimal economic improvement both to Regional Original Income (PAD), the tourism supporting sector around tourism objects, the public society, as well as contributing knowledge and historical information.

**Keywords:** POAC implementation, storynomics, communication marketing, city tour.

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## Introduction

Tourism is a sector that is at the heart of Bali's economy. This is reflected in the large number of people who depend on the tourism sector to find a source of income. Bali as an icon of Indonesian tourism is also known as the Island of the Gods and the Island of a Thousand Temples. Some of these expressions cannot be separated from the potential for tourism in Bali which has beautiful nature, arts and culture, tourist attractions etc.

The development of tourism in Bali demands the readiness and availability of tourism supporting facilities. Besides that, there is one thing that is no less important, namely the existence of cultural heritage. The development of the tourism industry in Bali to date is inseparable from the existence of heritage, namely historical heritage from previous generations.

Heritage here becomes an important element that shows the identity and description of an area. Denpasar City has several temples, museums, temples, markets, literary works that complete it as the Capital of the Province of Bali. In an effort to develop Denpasar City tours, there is a role for cultural heritage in a destination that has the potential to be explored further. With the existence of tourist activities in Denpasar in line with the city tour rules, Denpasar City will have a good impact on increasing tourist visits and in terms of the economy of the local community.

In line with domestic visits to Bali which also experienced the same thing as shown in Table 1.2, where there was a significant decline in 2020 due to the COVID-19 pandemic. The following is data on domestic tourist visits to Bali per month, 2004-2020 based on BPS:

Table 1. Domestic Tourist Visits to Bali per Month, 2004-2020

Months	2004	2005	2006	2007	2008	2009	2010	2011	2012
January	167 106	174 515	202 857	181 266	225 955	264 915	349 575	280 588	333 199
February	133 660	161 808	161 413	144 425	190 792	204 419	238 789	340 508	305 934
March	118 369	194 411	171 795	161 009	221 181	255 203	202 995	358 313	307 616
April	129 730	174 033	192 182	165 509	206 631	247 100	396 898	385 228	331 378
May	142 186	190 855	188 152	183 736	226 339	289 635	421 369	463 452	525 076
June	167 718	201 990	204 284	214 957	256 448	304 213	455 456	568 264	569 635
July	212 463	254 264	245 909	244 032	329 362	340 610	489 307	573 103	524 334
August	171 034	217 782	218 117	217 822	259 511	280 972	377 570	440 751	661 334
September	168 420	218 382	196 167	181 846	205 304	352 257	594 662	609 633	572 359
October	150 827	168 684	238 721	299 724	306 112	330 337	391 722	526 302	667 703
November	269 132	259 543	234 308	204 579	203 416	285 526	361 395	574 016	545 348
December	207 541	192 242	220 882	285 739	267 742	365 948	366 605	554 963	719 642
<b>BALI</b>	<b>2 038 186</b>	<b>2 408 509</b>	<b>2 474 787</b>	<b>2 484 644</b>	<b>2 898 793</b>	<b>3 521 135</b>	<b>4 646 343</b>	<b>5 675 121</b>	<b>6 063 558</b>
<b>Growth</b>		<b>18,17</b>	<b>2,75</b>	<b>0,4</b>	<b>16,67</b>	<b>21,47</b>	<b>31,96</b>	<b>22,14</b>	<b>6,84</b>
Months	2013	2014	2015	2016	2017	2018	2019	2020	2021
January	426 360	517 500	528 506	597 558	658 308	743 456	793 527	879 702	
February	369 525	296 581	483 221	513 852	520 462	655 719	692 113	721 105	
March	431 393	255 403	503 311	576 438	618 834	762 622	787 616	567 452	
April	403 211	318 800	528 668	534 395	705 710	777 287	795 997	175 120	
May	456 491	385 366	651 089	647 790	646 467	682 521	656 082	101 948	
June	785 053	667 201	571 646	1 035 563	659 718	1 156 151	1 287 877	137 395	
July	474 769	682 941	799 765	1 084 950	890 368	906 347	935 930	229 112	
August	878 278	843 958	641 684	704 662	790 323	770 364	925 360	355 732	
September	473 697	615 429	557 081	725 240	832 026	774 144	812 003	283 349	
October	758 351	549 998	619 599	685 244	732 720	762 124	853 007	337 304	
November	678 748	468 743	529 381	655 962	741 649	806 397	852 626	425 097	
December	840 660	792 387	733 149	882 026	939 048	960 859	1 152 901	382 841	
<b>BALI</b>	<b>6 976 536</b>	<b>6 394 307</b>	<b>7 147 100</b>	<b>8 643 680</b>	<b>8 735 633</b>	<b>9 757 991</b>	<b>10 545 039</b>	<b>4 596 157</b>	
<b>Growth</b>	<b>15,06</b>	<b>-8,35</b>	<b>11,77</b>	<b>20,94</b>	<b>1,06</b>	<b>11,7</b>	<b>8,07</b>	<b>-56,41</b>	

(Source : Central Bureau of Statistics of Bali Province, 2021).

Currently, the government in stimulating the pace of tourism development has also introduced a tourism approach called Storynomics Tourism which puts forward narrative forms, creative content and living culture and uses the power of culture as a destination DNA. The existence of this approach is expected to accelerate tourism development which increases tourist visits in Denpasar. However, along with the introduction of this approach in Indonesia in 2019 which coincided with the emergence of the COVID-19 pandemic, this certainly had an impact on the effectiveness of the function of this approach. The problems arise the function of the Storynomics supporting facilities are not yet optimal in introducing Puputan Badung as one of the history of the Puputan war in Bali, as well as the readiness of its human resources in informing about this history. In addition, many new tourist destinations have emerged which will certainly provide many choices for tourists. So the Storynomics Tourism approach must be more innovative to attract tourists to visit, especially after the COVID-19 pandemic.

Tourism does not only affect people who will travel, but also has an impact on people and tourist attractions visited. This can be determined from several factors such as the number of tourists visiting, how the infrastructure is available, the local economy of the tourist area and who controls the tourism industry there (Gmelch & Kaul, 2018).

A trip can be said to be a tourism trip according to Yoeti (Utama, 2017) if: (1) Taking a trip to a different place from where the person usually lives; (2) Having the main purpose of recreation, not to earn an income in the places visited; (3) Just position yourself as a consumer in that place.

In supporting the tourism industry in Indonesia, a government initiative is needed to promote the concept of Storynomics Tourism which aims to accelerate tourism development, especially based on the wealth of folklore and history of the destination. So that tourists can explore these tourist destinations through narratives that have been developed in such a way, both in terms of culture, geographical conditions and other types of tourism available. The Puputan Badung War in this case is a role model for the story for the development of Bali tourism as far as possible to realize the Storynomics Tourism strategy well to be imitated by other regions in Bali and in Indonesia, where this can provide economic benefits to the surrounding community of the tourist destination.

Several studies related to Storynomics in this context can be seen in the following description. According to Amanat (Kartika & Riana, 2020) it shows that there are several factors that can influence interest in visiting a destination, one of which is the myth about that destination. Where it is explained that this folklore is a strategy to develop tourist destinations.

Meanwhile, storytelling is defined as important for society that creates value by having services, relationships, and experiences without interaction with traditional companies, and therefore this value is captured directly by the community (Pera, 2017).

The concept of puputan has political and religious meanings. Politically this means that defeat does not have to be followed by surrender, but must be followed by a spirit of war until death on the battlefield. In the context of religion, this means that if someone dies in the war, they will go to heaven (Ardhana, 2013). According to Antara et al., (2019) the ideology underlying the Puputan Badung War contains a wealth of heroic values. The ideology behind the Puputan Badung war was first, wirang or heroic nature became the leadership ethos of the King of Badung at that time. Second, it is honor and self-respect. The other is the ideology of heroism. The Puputan Badung war also cannot be separated from the issue of honor, dignity of the King and his followers at that time. The Puputan Badung ideology can also be planted through two components, namely the government and the family environment. Puputan Badung's ideology in the current context can be seen through several events and warnings. First, there is the Puputan Margarana war. Second, there is the Puputan Badung ceremony. One of the efforts to remember and apply the value system in the Puputan Badung war is to always remember it. Third, through environmental action.

In the future, Denpasar needs to address at least four issues as follows: (1) encouraging people to become creative workers and transforming unique cultural potentials into tourism commodities through a selection process; (2) marking Denpasar's unique cultural potential as a Balinese icon; (3) developing groups of thematic tourist destinations with adequate infrastructure; and (4) managing tourism in Denpasar professionally (Runa et al., 2020).

There was an increase in the number of tourists visiting after the establishment of the Heritage City tours program by the Denpasar City Government in 2015. The characteristics of tourists who visit tend to be mothers with daughters because tourists have curiosity about the history and culture of DTW in Denpasar city tours (Putra & Suryawan, 2019). The community also has an important role in complying with regulations and policies made by the government (Suarmana et al., 2017).

The function of storynomics management itself, seen from the perspective of operations management, is related to the production and distribution system which will show the effectiveness of marketing and the dissemination of information about Puputan Badung. This is stated by Drake & Spinler (2013) the operations management decisions of companies determine the technologies they use, their production designs as well as distribution systems, all of which play a fundamental role in determining the sources and sinks of the consumption industry.

As for the opinion expressed by Atasu et al., (2020), most research on sustainable OM seeks—explicitly or implicitly, and directly or indirectly— to make improvements in several environmental and social phenomena, whether it be climate change, circular economy, or human rights

## Method

The research is located in all areas where the Puputan Badung Tour in Denpasar City was held. The object of research is folklore, which is mainly related to the Puputan Badung War. The purpose of choosing the object of this research is because the story of the Puputan Badung War is an icon of the history of the struggle of the Badung kingdom, where it reflects a high fighting spirit and does not know the word surrender even if you have to sacrifice your life. The research method used is a qualitative method which aims to explain the meaning of an interaction of human behavior in certain situations based on the researcher's perspective. Qualitative research aims to understand the object under study in depth. It also aims to develop the concept of sensitivity to the problem at hand, explain the reality associated with exploring theories from below and develop an understanding of one or more (Gunawan, 2013).

The source of data are primary and secondary data. The primary data contains data sources at the research location by providing a list of questions in the form of questionnaires and interviews with tourism industry players and the government regarding tourism infrastructure, potential tourist attractions, and managing storynomics media related to tourism marketing in Denpasar City. The secondary data in this research are general description, management organizational structure and job description.

In this study, the informant determination technique used is according to Koentjaraningrat in (Sitepu, 2020) by means of individual selection that relies on Base Informants and Key Informants, where the base informants are determined by researchers by looking at their capabilities and who have extensive knowledge of various sectors in society.

## Result and Discussion

### Results

In its development, the concept of Storynomics as one of the marketing concepts and the introduction of both a story and a destination has the potential to grow wider. This concept provides tourists with knowledge and education about the history that has occurred in the past. So that tourists do not just visit and have recreation, but also benefit from the stories shared by tour guides who guide tourists when visiting. As a result, many tourists are interested in the arrangement of the city tours and storynomics concept. This is in line with information quoted from the Head of the Tourist Attractions Section of the Denpasar City Tourism Office, Gusti Komang Agung Widnyana which stated that a total of 38,347 tourists visited the Denpasar City Heritage city tours in 2016, with a concentration of 16,902 foreign tourists and domestic tourists. as many as 21,445 people. The amount of tourist interest to visit and find out what destinations are in the city tours of Denpasar City shows that the development of the Denpasar Heritage city tours concept which was launched by the Mayor of Denpasar, namely IB Rai Dharmawijaya Mantra in 2015 went well.



Figure 1. Puputan Badung statue at the heart of Denpasar City (Source: Narottama, 2021).



Figure 2. Puputan Badung monument called Gita Pataka near Puputan Badung Square (Source: Narottama, 2021).



Figure 3. Puputan Badung annual festival 2019

(Source: <https://bali.antaranews.com/berita/162576/peringatan-perang-puputan-badung>, 2019).

Puputan Badung as part of the Denpasar City tours requires readiness to implement management functions in terms of managing all existing stories, not only about the Puputan Badung war story, but other stories related to history and cultural heritage in supporting tourism growth in the City. Denpasar. The Denpasar City Tourism Office has promoted 65 existing tourist destinations both offline and online. This limitation is a barrier for the Denpasar City Tourism Office to be able to take further action on assets owned within the Denpasar area. The stories about history and heritage are still managed by the Bali Provincial Government. This is certainly a dilemma, where the development of the Storynomics concept launched by the President of Indonesia in 2019 is still stalled due to the lack of synergy between the relevant governments that oversee this development. The ineffectiveness of the synergy between each agency should be a concern, so that the existence of historical stories and cultural heritage in the future can provide optimal output to relevant stakeholders, whether it is seen from the increasing tourist visits to destinations, the growing number of tourists staying overnight, to the increasing number of tourists staying at the destination. local revenue from the tourism sector, so that it will initiate the emergence of needs such as transportation to modern tourist destinations such as travel and traditional ones such as gigs, absorption of local human resources as a form of community empowerment, as well as optimal preparation of supporting infrastructure facilities, as well as participating in the economic growth of the community around the city tours in Denpasar City because it was affected by the success of the program run by the government.

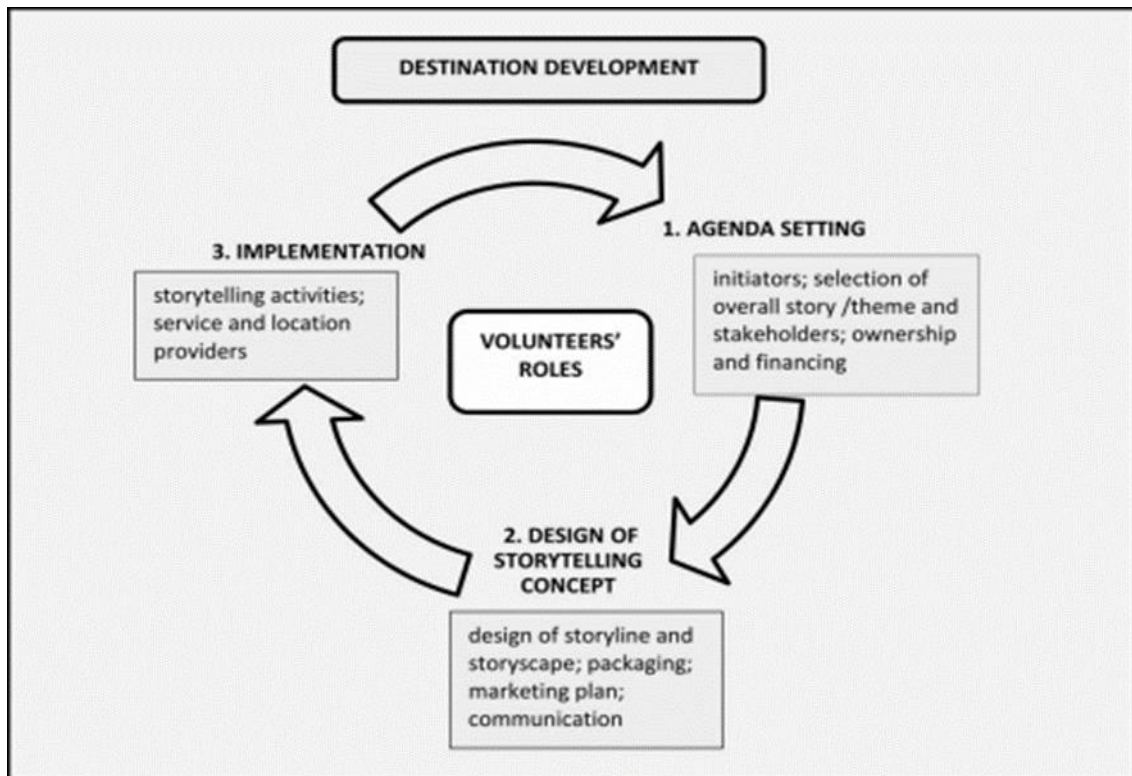


Figure 1. Model of destination development regarding storynomics in Denpasar City tours (Source: Mossberg, et all, 2010).

The approach taken is using the theory of POAC organizational management which was popularized by George R. Terry (Terry, 2008). This theory explains 4 important points in the formation of POAC, namely planning, organizing, actuating, and controlling. Planning is the process of compiling a framework in pursuit of the goals to be achieved by companies and individuals. Organizing is the process of organizing the team that will work on the plans that have been built. Organizing itself aims to utilize all available resources, especially human resources with the target of turning plans into real actions. In the case of Denpasar City tours, the organizers are the Bali Provincial Tourism Office in collaboration with the Denpasar City Tourism Office, tour & travel in city tours, tour guides and dokar drivers. Actuating is the implementation of plans in the form of concrete actions as an effort by companies and agencies to realize their goals. Thus providing benefits to other parties who have a need. As for the Denpasar City tours, there are already actuating forms such as the availability of gig facilities to support tourism transportation, and a tour guide that explains the history of each destination. Controlling, which is an action carried out aimed at ensuring that the business that has been carried out is running according to the planning flow at the beginning. As for those who do controlling more to the mid-level and top-level management. Another benefit of controlling is the ability to see potential deviations, if something goes wrong, it can be done immediately. to be repaired and prepared as a warning letter. The impact on the city tours is that relevant stakeholders can decide on the next steps for a destination development, see what needs to be improved, and maintain what is already good, so that the decisions taken are right on target and the results of the decisions are still based on existing data.

## Discussion

While the model in this study is the development of destinations in relation to the city tours based on the storytelling process. This model is adapted from Mossberg et al (2010) which states that the main activities in this phase focus on developing storylines, designing storyscapes, packaging activities, for example combining storytelling activities with eating and accommodation. Preparing the production of the marketing plan becomes the main activity in this design phase. Next, implementation refers to the operational process

of storytelling activities where the tour guide here has the most important role in delivering the existing product.

This destination development model explains that the concept of storytelling must be understood from a time perspective, where the agenda setting and implementation of this concept is applied in the first year and enters the next phase in the following years. With this, stakeholders will be able to learn from existing experiences, whether the results are good or bad, through an evaluation process of storytelling based on tourist destinations.

Based on the results of interviews and observations in the field, it was found that the condition was still not optimal in using the concept of storynomics tourism as a tourism marketing method from the city tours of Denpasar City. The use of storytelling method is still dominantly carried out by workers who are directly involved in the field such as tour guides and coach drivers, as well as some historians who are indeed sought after in relation to academics, both research and scientific works. The function of tourism promotion and marketing using this concept is still facing challenges, where its implementation from each region has a differentiation depending on the geographical conditions as well as the demographics of the community. The interest in visiting tourists on city tours in Denpasar City is not optimal when compared to other areas in Bali because marketing through online and offline media is still low. Besides that, the arrangement and infrastructure facilities are also in the spotlight of tourists when visiting Denpasar. The characteristics of tourists themselves are still something that needs to be considered, because guests from certain countries tend to not like urban tourism. As can be seen, European tourists tend to like historical and heritage tourism in one destination, such as museums, castles and other historical places. American tourists also like historical tours, but in an itinerary they tend to want attractions that have differentiation, not just focus on one type of tourism. In the future, it is hoped that the marketing expansion of Denpasar City tours through the concept of Storynomics Tourism can contribute both to Bali's Original Regional Revenue (PAD) and also to contribute to the management of historical and cultural assets, as well as the community around tourism objects.

## Conclusion

This research is expected to have a positive impact on the development of the concept of Storynomics for the future of tourist destinations in Bali. Through stories, tourists will be able to know the essence of an event or thing that happened in the past. This concept became the focus of the central government, where the head of state called for promoting Storynomics Tourism as an approach that drives the tourism economy in Indonesia. Through this concept, it is hoped that various cultures, history and folklore can be introduced more broadly while taking into account the economic benefits for the surrounding environment.

This study aims to determine the management of the concept of storynomics tourism in the city tours of Denpasar City, especially with regard to the Puputan Badung War as a story that must be packaged more attractively, so that the right infrastructure can be prepared to support the sustainability of this concept in the future. Thus, the government will be able to prepare steps for the development of this concept.

The existence of proper planning, organising, actuating, and controlling can help develop this concept in a sustainable manner. This is important because the potential of storytelling-based tourism is still something that is of interest to tourists, especially foreign tourists. Because as we know, Denpasar has a lot of history and cultural heritage. Sustainable management is needed in an effort to promote every tourist attraction in Denpasar city tours.

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