

Promotion Strategy to Embed Brand-Positioning for the Applied Masters of Tourism Business Planning

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9 I Gusti Ngurah Sanjaya
Business Administration Department
Politeknik Negeri Bali
Denpasar, Indonesia
gustingurahasanjaya@pnb.ac.id

9 I Wayan Wirga
Business Administration Department
Politeknik Negeri Bali
Denpasar, Indonesia
wayanwirga@pnb.ac.id

9 I Made Widianara
Business Administration Department
Politeknik Negeri Bali
Denpasar, Indonesia
madedwidianara@pnb.ac.id

9 Ida Bagus Sanjaya
Business Administration Department
Politeknik Negeri Bali
Denpasar, Indonesia
sanjayaidabagus@gmail.com

I Ketut Yasa
Business Administration Department
Politeknik Negeri Bali
Denpasar, Indonesia
ketutyasa@pnb.ac.id

Ni Ketut Lasmini
Business Administration Department
Politeknik Negeri Bali
Denpasar, Indonesia
ketutlasmini@pnb.ac.id

16 **Abstract** — Politeknik Negeri Bali (PNB) in 2019, based on the Minister of Research, Technology and Higher Education, decree number 1246/KPT/I/2018, has received permission for a new Program of Study in Politeknik Negeri Bali (PNB) namely the Applied Master Program in Tourism Business Planning under the Department of Tourism. As a new Study Program and a pioneer at the Masters level, an effective strategy design is needed to promote the interest of post graduate students in General and D4 or Applied Tourism (especially). This research was formulated and designed in the form of effective and efficient promotional strategies to embed brand-positioning of the Applied Master Program in Tourism Business Planning. This research used SWOT analysis to see internal and external factors from the Applied Master Program in Tourism Business Planning. From the Cartesian diagram, it clearly showed that the Master Program in Applied Tourism was on the right track to continue designing a development strategy (Growth) that can increase public understanding of the new Study Program at BSP. In the SO strategy several activities were carried out such as designing Brand-Positioning with a unique program jargon (manager level program) namely "The School of Manager in Tourism".

Keywords: brand-positioning, the applied master program in tourism business planning, SWOT analysis

I. INTRODUCTION

Education is a process of cultivating thinking and improving the comprehensive quality. [1] Politeknik Negeri Bali (PNB) is one of barometers in education development sector in Bali. As one of the public colleges in Indonesia, it is hoped that the PNB will have a special attraction to high schools / vocational graduates and bachelor graduates **16** continue their education in PNB. PNB in 2019, based on the Minister of Research, Technology and Higher Education, Decree Number 1246/KPT/I/2018, has received permission for a new Study Program in PNB namely the Applied Master Program in Tourism Business Planning under the Department of Tourism.

As a new Study Program and a pioneer at the Master level, an effective strategy design is needed to promote the interest of post graduate students of General and D4 or Applied Tourism (especially). The approach used in this research in making a common strategy design is SWOT

analysis. This analysis used to find out internal and external factors of the Applied Master Program in Tourism Business Planning. By using the SWOT analysis which was then obtained by a promotional strategy design, it is hoped that brand positioning can be embedded in public consciousness about the existence and the Applied Master Program in Tourism Business Planning, which in turn can increase the desire of prospective students to enter PNB.

Marketing according to the American Marketing Association (AMA) cited by Grewal and Levy states that Marketing is the activity, sets of institutions, and processes for creating, capturing, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large [2].

In terms of geography, the PNB is located in a very rapid developing tourism area, so it becomes a consideration for prospective new students to continue their education at PNB. Promotion is an activity that communicates product excellence and persuades customers to buy the product. Thus it is only natural that the PNB needs to apply and integrate various promotional mixes to increase the number of interested students or prospective students who enter the PNB.

Promotion with various media needs to be used in order to achieve marketing targets that have not been achieved. Promotions that meet the elements of effective and honest communication will have a positive imaging impact. The purpose of promotion is to increase awareness and increase consumer perception, in order to achieve a higher percentage of brand loyalty. Marketing assimilation policy will certainly be more successful if what has been programmed is communicated in a good way. Communication strategy approach used was in the form of informing, persuading, reminding and assisting to the target audience in factual [3]. Any enterprise is a very complex integrated entity. The environment and its own conditions that it faces are constantly changing [4].

II. LITERATURE REVIEW

27 Marketing is the process of planning and implementing ideas, pricing, promotions, and distribution of ideas,

products, and services [5]. Communication in principle is the process by which thoughts and ideas are conveyed between individuals or between organizations and individuals. Communication is a process of exchanging messages involving communicators and recipients, which takes place with certain intermediaries or media.

4 Marketing communication is a marketing activity that seeks to spread information, influence/persuade, and remind target markets of companies and their products to be willing to accept, buy and be loyal to the products offered by the companies concerned [6].

In service marketing has several additional marketing tools such as people, physical evidence, and process, so that 26 is known as 7P, it can be concluded that the service marketing mix is product, price, place, promotion, people, physical evidence, and process [7]. Product is managing product elements including planning and developing products or services that are appropriate to be marketed by changing existing products or services by adding and taking 11 actions that affect various products or services. Price (Price) is a company management system that will determine the appropriate base price for a product or service and must determine a strategy that involves a discounted price, payment of freight and sharing of the relevant variables. Place is the location where the service product is offered or carried out, so it is highly dependent on the position 17 whether it is strategic or not for consumers to reach. Promotion is an element that is used to inform and persuade the market about new products or services to companies through advertising, personal selling, sales promotions, or publications. Physical Evidence or physical 8 facilities are real things that also influence consumers' decisions to buy and use the products or services offered. The elements included in the physical facilities include the environment or physical buildings, equi 21 ent, equipment, logos, colors and other items. People are all actors who play an important role in the presentation of services so that they can influence the perception of buyers.

Promotion is a form of marketing communication. Promotional activities are one of the determining factors for the success of a marketing program, because no matter how good the quality of a product or service if consumers have never heard of it and they are not sure that the product and 15 vice will be useful for them, and then they will not buy it. The purpose of promotion is to provide information, attract attention and subsequently influence the increase in sales. Meanwhile, as the main goal, is to get attention, educate, remind and convince [8].

13 Promotion is an activity carried out by marketers to convey information about their products and persuade consumers to buy them. The word buy is assumed to be the end result of promotional activities, with the intention that a buying decision will occur, of course promotional activities must be designed effectively [9]. The promotion mix is very dependent on the policy of the institution or company in designing and compiling and implementing the agreed promotional mix, so it is a demand to always adjust the

promotional design that has been carried out based on an evaluation of the implementation.

5 Strategy is a scheme collection to achieve target [10]. Strategy is a joint means with long-term goals to be achieved. The business strategy includes geographical expansion, diversification, acquisition, product development, market penetration, tightening, divestment 31 liquidation, and joint ventures [11]. Strategy is a means to an end. In its development, the concept of strategy continues to develop along with advances in digitalization technology. So it will indirectly greatly affect every company in changing its strategy to achieve business goals [12].

Positioning is a strategy carried out to create a distinctive and unique differentiation of a product or service in the minds of consumers, so that later it will be embedded an image or image that is distinctive, unique and superior to competing products. There are seven approaches that can be used to do positioning, namely: Positioning based on attributes, characteristics or benefits for consumers; Positioning based on price and quality (price and quality positioning); Positioning based on aspects of use or application (use/application positioning); Positioning based on product users (user positioning); Positioning based on a particular product class (product class positioning); Positioning with regard to competitors (competitor positioning); and Positioning based on benefits (benefit positioning) [13].

Brand positioning can be interpreted as an effort to place or embed an image in people's perception. Brand promotion is that the sporting goods brand publishes a variety of information about products on the website in order to win the favor of consumers [14]. This image is related to what consumers know, what has been felt, or the extent of consumer confidence in companies, institutions or service providers. So in terms of positioning, the consumer perception factor is a very important thing. Perception factor is a strong motivation in the community which determines the decision to choose an educational institution. The main objective of the positioning strategy is to place or position the product in the market so that the product is separate or different from competing brands; to position the product so that it can convey a number of key points to consumers, namely what you stand for, what you are, and how you would like customers to evaluate you.

32 III. RESEARCH METHODS

This study uses 28 a qualitative approach to the action method or action research. 2 Qualitative research is a research based on the philosophy of post positivism, used to examine the natural conditions of objects, (as opposed to experiments) where the researcher is a key instrument, data source sampling is done purposively, collecting techniques with tri-angulation (combined), data analysis is inductive or qualitative, and qualitative research results emphasize more meaning than generalization [15].



Fig. 1. SWOT analysis. [12]

24 Action research deals directly with practice in the field in natural situations. The researcher is the practitioner himself and the direct 18 of the results of the study, and the most striking is that action research is aimed at making changes to all participants and changes in the situation in which the research is carried out in order to achieve incremental and sustainable practice improvement [16]. Data collection techniques that will be used are in-depth interviews, observation and documentation study.

SWOT analysis is a method under the situation analysis and is a commonly used qualitative analysis method. It is divided into internal environment (S-Strengths, W-Weaknesses) and external competition (O-Opportunities, T-Threats). It provides a comprehensive, systematic, and accurate analysis of the current market condition [17].

IV. RESULT AND DISCUSSIONS

A. Profile of the Applied Masters Program in Tourism Business Planning

As part of the polytechnic education system, the Applied Master Program in Tourism Business Planning applies the science of tourism planning (tourism business planning) to the reality of tourism industrialization. Similar study programs that have sprung up so far in Bali and outside Bali are "tourism study programs" with academic-scientific character as found in a number of universities, institutes, and high schools.

The advantages of the Applied Master Program in Tourism Business Planning are that graduates master the planning strategies in the areas of hospitality, travel and transportation, destinations and attractions, as well as MICE and events both locally, nationally and internationally that are analyzed and criticized for adaptive application to business, management project models products, and specific skills chosen in college.

The Applied Master Program in Tourism Business Planning an applied curriculum that is integrated with the needs of the tourism industry and has advantages over the curriculum of tourism studies programs that are academic / scientific. The substance of applied science in the thesis of the Master Program in Applied Tourism Planning is closely related to the needs of the tourism industry.

The Applied Master Program in Tourism Planning has significant learning outcomes that are more practical and industry-based (problem-based) compared to similar study

programs in other universities that are more academic. The applied characteristics are seen in the learning achievements of the Master Program in Applied Tourism Planning, which are applicable, practical/concrete, oriented towards the empirical problems of the tourism industry, as well as actual.

In managing effective and efficient study programs, the Applied Tourism Planning Master Program has a clear organizational structure. It is known as one of the study programs in the Department of Tourism, Bali State Polytechnic. So that, the organizational structure in the Department of Tourism can see the position of the Master Program in Applied Tourism Planning.

B. SWOT Analysis of the Applied Masters Program in Tourism Business Planning

25 1) **Marketing Mix Analysis:** The marketing mix consists of 7P (Product, Price, Promotion, Place, People, Physical Evidence and Process) from the Applied Master Program in Tourism Business Planning, namely:

a) **Product:** The Master Program in Applied Tourism Planning is an educational program in higher education institutions, so it does not include tangible items but includes services (intangibility), so it is referred to as educational services.

b) **Price:** In the implementation of the Applied Masters Program in Tourism Business Planning using Educational Development Donations with a period of time is per semester. The Educational Development Donations is very affordable for Masters level education because it is in accordance with existing regulations, reinforced by the status of state educational institutions, which ensures the education process will run according to applicable regulations.

c) **Promotion:** Promotion is carried out by paying attention to prospective students in the Applied Masters Program in Tourism Business Planning, where the consumers are D4/S1 graduates of Applied Vocational education.

d) **Place:** The Applied Masters Program in Tourism Business Planning, which is under the department of Tourism is part of the PNB campus, is located on Jalan Bukit Jimbaran Campus, South Kuta, Badung Regency. The Applied Masters Program in Tourism Business Planning is on the campus of the PNB which is very strategic because it is in the middle between the golden triangle of Bali tourism (Kuta - Nusa Dua - Sanur).

e) **People:** Human Resources owned by the Applied Masters Program in Tourism Business Planning consists of 8 permanent lecturers with a Doctorate degree in the Department of Tourism, with various expertise and competencies related to tourism. In addition, some lecturers who are practitioners from outside the campus are also ready to become part of non-permanent lecturers, such as the Bali Provincial Tourism Office, ASITA Bali, Bagus Discovery Management Company, Angkasa Pura Hotels, IHGMA Bali / Puri Saron Hotel Group, Melali MICE, and many more lecturers from other industries.

f) *Physical Evidence*: PNB has very adequate facilities as a vocational education campus. PNB allocates a building which is a building located in the western part of the campus area for lectures and operations in the Applied Tourism Planning Masters Program, with two classrooms with a capacity of 40 people each. Classrooms have considered the convenience of users, namely students who are studying; classrooms are quite comfortable and bright have facilities: air conditioning, Smart boards, desks and chairs, and internet.

g) *Process*: in the process of selecting new the Applied Masters Program in Tourism Business Planning, it is carried out in various stages namely academic tests and interviews. Assessment of the selection process with the test is carried out in a comprehensive and measurable manner, which is expected to capture prospective new students who are truly able to carry out education smoothly according to the educational schedule. The curriculum for the Applied Masters Program in Tourism Planning includes learning achievements referring to the level 8 (eight) description in the Indonesian National Qualification Framework (INQF) according to Peraturan Menteri Pendidikan dan Kebudayaan No. 8 of 2012 and Permenristekdikti No. 44 of 2015 concerning National Higher Education Standards (SN-Dikti).

2) *SWOT Analysis*: SWOT analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats. The following is a breakdown of the strengths, weaknesses, opportunities and threats of the Applied Master Program in Tourism Business Planning.

From the results of the analysis in Table II, EFAS Opportunity factor has a total score of 2.95 while Threat has a total score of 0.325.

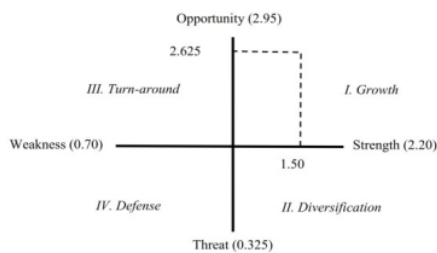
From the results of the analysis in Table III, IFAS strength factor has a total score of 2.20 while Weakness has a total score of 0.70. Furthermore, the total score of each factor can be specified, Strength: 2.20, Weakness: 0.70, Opportunity: 2.95 and Threat: 0.325. Then it is known that the value of Strength above the Weakness value has a difference (+) 1.50 and the Opportunity value above the Threat value has a difference (+) 2.625. From the results of the identification of these factors, the diagram in the SWOT diagram can be seen in Fig. 2.

TABLE I. EFAS APPLIED MASTER PROGRAM IN TOURISM PLANNING

External Strategy Factors	Weight	Rating	Weight x Rating	Comment
Opportunity				
1. Tourism in Bali needs a professional and competent workforce in the field of tourism, especially at managerial level	0.20	4	0.80	Tourism professionals
2. Recognition of a higher workforce standardization, thus requiring training and scientific development of the professional workforce	0.20	4	0.80	High standard of work
3. Bali as a world tourism area	0.15	3	0.45	World travel
4. The development of IT technology where the lecture process is done online	0.15	4	0.60	Online Lecture
5. The rapid development of global tourism due to the development of information technology	0.10	3	0.30	Development of IT
SUBTOTAL	0.80		2.95	
Threat				
1. There are similar programs in other campuses	0.075	2	0.15	The same study program
2. Technological advances that make tourism cases continue to change	0.025	1	0.025	The most recent case
3. Prospective students in the Applied Tourism Planning Master Program are tourism workers, who may not have much time to study	0.05	2	0.10	Time Management
4. Government policies in granting permission to establish new programs that are still inconsistent	0.025	1	0.025	Government consistency
5. Characteristics of world tourism that are vulnerable to political change, security and natural disasters	0.025	1	0.025	Vulnerable to change
SUBTOTAL	0.20		0.325	
TOTAL	1.00		3.275	

19 TABLE II. IFAS APPLIED MASTER PROGRAM IN TOURISM PLANNING

Internal Strategy Factors	Weight	Rating	Weight x Rating	Comment
Strength				
1. Complete teaching and learning facilities	0.15	4	0.60	Complete Facility
2. HR (Human Resources) program managers who are competent in the field of applied tourism education	0.15	4	0.60	Competency Lecturer
3. The curriculum is in accordance with the needs of the tourism industry, and refers to the concept of green tourism	0.15	4	0.60	Green Tourism Curriculum
4. The Applied Master Program in Tourism Planning, is the only applied Master program in tourism in Indonesia	0.05	2	0.10	The only applied Master program in tourism in Indonesia
5. BSP campus is located in a strategic location surrounded by tourism destinations	0.10	3	0.30	Strategic Location
SUBTOTAL	0.60		2.20	
Weakness				
1. Access to information is still limited, because a new program is opened	0.05	2	0.10	Need More Promotion
2. English proficiency of lecturers is not evenly distributed	0.10	1	0.20	
3. There is no specific postgraduate building for program management	0.05	2	0.10	No own Building
4. Not all teaching lecturers have teaching experience at the international level	0.15	1	0.15	
5. There is no PNB grand design on the existence of an applied master of PNB tourism planning	0.05	3	0.15	
SUBTOTAL	0.40		0.70	
	1.00		2.90	



Source: Data processed

Fig. 2. Cartesius diagram.

From the Cartesius diagram above, it is very clear to show that the Applied Tourism Master Program is on the right track to continue to design development strategies (Growth) that can increase public understanding of the existence of new Study Programs at the PNB, namely the Applied Master Program in Tourism Business Planning.

Based on the above analysis shows program performance can be determined by a combination of internal and external factors. The combination of these two factors is shown in the SWOT analysis results diagram, as follows:

3) *SO Strategy (Supports Growth Strategy)*: In the SO Strategy several activities are carried out such as designing Brand-Positioning with a unique program jargon (manager level program) namely "The School of Manager in Tourism". By pinning the manager's word, the public will understand and accept that the Master Program in Applied Tourism Planning is an education that has a career level at the manager level.

4) *ST Strategy (Supports Diversification Strategy)*: Activities in support of diversification are devising promotional strategies that reinforce the difference between the Applied Master Program in Tourism Planning and

programs on other campuses, such as popularizing the jargon "The School of Manager in Tourism" and always communicating with the words vocational or applied to every activity carried out both related to learning and outside the classroom. Design lecture schedules that are flexible and dynamic, adjusting the work time of students (students who while working).

5) *WO Strategy (Supports Turn-around Strategy)*: Seeing the conditions of existing human resources, it is necessary to carry out activities to improve teaching English skills evenly by encouraging each learning process with the interaction of the use of bilingual language, as well as the English Day program within a certain time in each activity of the department. In addition, motivating teaching lecturers to improve teaching experience at the international level by sending or assigning lecturers to various universities that have collaborated to teach and share teaching experiences. In improving infrastructure, it is necessary to propose a postgraduate building as the identity of the study program.

6) *WT Strategy (Supports Defensive Strategies)*: The WT (Weakness – Threats) strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats. The WT strategy is carried out to support a defensive strategy by increasing cooperation between universities related to program management, such as human resource exchange, student exchange and excursion visits to campuses abroad that have similar programs. Design online learning methods and social media networks that are active in the exchange of information on the learning process.

C. Design promotional strategies to embed Brand-Positioning from the Applied Masters Program in Tourism Business Planning at PNB



Fig. 3. Brand-positioning-differentiation triangle master program of tourism business planning PNB.

Based on the results of the SWOT analysis and its Matrix by placing the Applied Master Program in Tourism Business Planning in the Growth position, efforts are needed to increase public awareness of this Program. In the process of gaining awareness, of course there is the role of public perception that must receive detailed and unique information. Promotional strategies that will be used to plant Brand-Positioning the Applied Master Program in Tourism Business Planning are:

1) Personal Promotion Strategy

a) *Word of Mouth (The Recommendations)*: How to promote word of mouth can be done in various ways, namely: Testimony by PNB Alumni and relatives and friends of the staff of PNB employees. The recommendation by PNB alumni is one of the free and very effective promotions for intangible services. These recommendations can be in the form of invitations or appeals that are persuading other people or the community to decide to continue their education in the Applied Master Program in Tourism Business Planning. Another way to create word of mouth is to maximize the recommendations of relatives and friends of staff at the PNB staff. Staff employees who have worked long enough in PNB, will be able to give positive testimonials to relatives and friends if anyone will continue their education to the Applied Master Program in Tourism Business Planning.

b) *The Price and Value Offered*: PNB as a state tertiary institution is seen by the community as guaranteeing lower tuition fees. So with the reality of this state campus, the Applied Master Program in Tourism Business Planning is also certainly seen as a program whose costs are not expensive.

2) Non-Personal Promotion Strategy

a) *The Physical Presence of the Place*: It needs to be built and made a physical form with the characteristics of the Applied Master Program in Tourism Business Planning as a sign of the location of student lectures. Some examples such as the sign board, signposts, directions to the location, and others.

b) *The Interior Design Layout*: Design layout in the building also needs to be made specifically, because with the level of graduate education where students have a higher level than a bachelor or diploma three.

c) *The Name, Slogan, Symbol or Logo*: The popular name of the study program is the Applied Master Program in Tourism Business Planning, so that in every activity carried out it is always disclosed and discussed in the same way. The agreed slogan is "The School of Managers in Tourism", which is assumed to be the most appropriate slogan used with the hope that students are workers at the managerial level in the company.

d) *Brochure*: Making special brochures for the Applied Master Program in Tourism Business Planning has been done and has also been distributed through offline and online media. In addition, in the brochure profile of the Bali State Polytechnic in general, it has also been included which is distributed to the wider community.

e) *Publicity*: Carried out in several electronic and printed mass media. The launching activity of the opening of the Applied Master Program in Tourism Business Planning was covered by national mass media reporters. In addition, the results of the coverage were also published on campus social media.

The draft promotion is carried out with several media channels and jargon that has been determined will have a unique and unique position in the community, so that in accordance with the agreement and a strong desire in promotion with the manager of the Applied Master Program in Tourism Business Planning.

V. CONCLUSION

The strength of the Applied Master Program in Tourism Business Planning is in its existence which is the only applied education program in tourism at the postgraduate level in Indonesia. From the results of the EFAS (External Factor Analysis Strategy) analysis, Opportunity factors have a total score of 2.95 while Threats have a total score of 0.325. While the IFAS (Internal Factor Analysis Strategy) results, the Strength factor has a total score of 2.20 while Weakness has a total score of 0.70. Furthermore, the total score of each factor can be specified, Strength: 2.20 Weakness: 0.70 Opportunity: 2.95 and Threat: 0.325. Then it is known that the value of Strength and Weakness has a difference of (+) 1.50 and the value of Opportunity and Treat has a difference of (+) 2.625.

In the Cartesian diagram, it shows that the Applied Master Program in Tourism Business Planning is on the right track to continue to design a development strategy (Growth) that can increase public understanding of the existence of a new Study Program in PNB, the Master Program in Applied Tourism Planning.

Based on the analysis, program performance can be determined by a combination of internal and external factors. The combination of these two factors is shown in the SWOT analysis results diagram, with the design of the strategy, namely; In the SO strategy several activities are carried out such as designing Brand-Positioning with a unique program jargon (manager level program) namely "The School of Manager in Tourism". Another activity in supporting the Growth strategy is designing program

differentiation, which distinguishes it from other programs on other campuses.

Strengthening Branded applied education which is indeed different from science; this also needs to be done by emphasizing applied or vocational education. The ST (Strength-Threat) strategy is carried out to support program diversification, namely highlighting the difference between the Applied Master Program in Tourism Business Planning and other programs. Activities in support of diversification are designing promotional strategies that reinforce the difference between the Applied Master Program in Tourism Business Planning and programs on other campuses. The WO (Weakness - Opportunities) strategy is carried out to support the strategy of improvement and improvement of various program implementation processes, such as a strategy to expand access to information with more and more massive information in social media that is news activities. The WT (Weakness - Threats) strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats. The WT strategy is carried out to support a defensive strategy by increasing cooperation between universities related to program management, such as human resource exchange, student exchange and excursion visits to campuses abroad that have similar programs. Design online learning methods and social media networks that are active in the exchange of information on the learning process.

The draft promotion strategy that must be done in instilling the brand-positioning of the Applied Master's Program in Tourism Business Planning is a personal promotion strategy through word of mouth or with testimonial, and the worth it price with positive value offered. Whereas, non-personal promotion strategies include the building identity of program study, the interior design layout (green tourism), sign board in front of building, unique slogan for program study, interesting brochure, good stickers, and content in periodic media social uploaded.

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