

Tourism Supply Chain Framework: A Case on Tourism Village

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⁶ **Abstract**— Tourism Supply Chain (TSC) becomes an important issue when dealing with the sustainability of a tourist destination. Since a tourist destination has to collaborate, coordinate, and build partnership with suppliers, TSC plays a major role in achieving long-term success amidst highly competitive market. TSC research in tourism village is scarce since the concept of tourism village is just explored recently. Thus, the purposes of this study are to identify the members and their roles in the TSC of a tourism village. The network of TSC in a tourism village is also proposed. This is the first study that attempts to identify the members and explore their roles in the TSC of tourism villages in Bali. This research utilized a multiple-case study method through in-depth interview, direct observation, and documentation. Data was analyzed by implementing the Miles and Huberman analyses. The research has taken place in three tourism villages i.e. Sanur Kauh, Mas, and Abang Airawang Suter located in Bali Province, Indonesia. Informants were selected by purposive sampling and then interviewed. Data saturation is achieved after 30 interviews and the data collection was ended. The study revealed that the members of TSC are catering and food and beverage (F&B) suppliers, accommodation, service providers, cultural and social events, transportation, excursion, tour operator, travel agent, and tourists. Their roles were varied and bounded by informal contract. Interestingly, the roles of tour operator and travel agent has diminished, being replaced by the Internet and social media. Finding their influence on TSC is the suggestion for future research.

Keywords— Tourism Supply Chain, tourism village, Bali tourism, framework

I. INTRODUCTION

Tourism has become the main source of income for many countries, private sectors, and individuals living in a tourist destination area [1,2,3]. Tourism has the multiplier effect to the economy and to the employability of the local community. In fact, the contribution of tourism to improve domestic income in Indonesia has been acknowledged. Tourism is the largest source of Indonesian foreign income in 2018 i.e. about USD 20 million [4]. The number of tourists visiting Indonesia in 2018 was 15,810,305, increased from 14,039,799 in 2017 [5]. This number shows a promising development of tourism in Indonesia. Most of tourists come

to Indonesia through Bali I Gusti Ngurah Rai International Airport. Bali is an island in Indonesia, a favorite tourist destination. It is well-known among travelers worldwide. Bali is known for its unique culture and beautiful nature [6, 7]. Bali has received a number of awards from respectable tourism experts, travel sites, countries, and traveling magazines, for example: (1) Experts' Choice 2018, Bali wins Best Asian Destination [8]; (2) Trip Advisor Travelers' Choice Award selected Bali as the number one World's Best Destination 2017 [9]; (3) Top 10 Overseas Destinations, Top 10 Luxury Travel Destinations, and Top 10 Honeymoon Destinations for China tourists market in 2018 [10]; and (4) Magazine of Travel + Leisure, New York crowns Bali as World's Best Trip destination [11].

The data of foreign visitors to Bali by gate (airport and harbor) for the last three years is displayed in the following table [12]:

TABLE I. NUMBER OF FOREIGN VISITOR TO BALI BY GATE

2016 - 2019

Month	2016	2017	2018
January	350,592	460,824	358,065
February	375,744	453,985	452,423
March	364,113	425,499	492,678
April	380,767	477,464	516,777
May	394,557	489,376	528,512
June	405,835	504,141	544,550
July	484,231	592,046	624,366
August	438,135	601,884	573,766
September	445,716	550,520	555,903
October	432,215	465,085	517,889
November	413,232	361,006	406,725
December	442,800	315,909	498,819
Total	4,927,937	5,697,739	6,070,473

Source: Statistics of Bali Province (2019)

The total number of foreign visitors from 2016, 2017, and 2018 are 4,927,937, 5,697,739, and 6,070,473 respectively. It shows that there are yearly significant increase of foreign visitors coming directly to Bali – around 38%.

However, to avoid the negative impact of globalization and mass tourism, Bali protects the community and environment by empowering the community, preserving

their culture, and conserving the environment, thanks to the community-based tourism (CBT) concept that was introduced in 2018 [13]. CBT is inline with Bali tourism development and planning in terms of improving the welfare of the local community in rural area where tourist destination is established [14]. Bali develops tourism village as the application of CBT. Bali Provincial Government targeted 100 tourism villages to be initiated from 2015-2018 [15]. Currently there are 104 tourism village in Bali, i.e. 4 above the target [16]. With regards of this current situation, some problems arises such as how to invite the tourists to come to these villages and how to give better services to them. The one that should be paid more attention to is the tourism supply chain (TSC) from the tourists' side as the consumers of services, and the local community's side as the service providers. The research on TSC is limited because supply chain is invented from the manufacturing industry [17]. Whereas the supply chain in the service industry has just recently gaining attention from researchers [18]. TSC in general involves the relationship of business to business and business to consumer [6]. TSC in tourism village might involve different stakeholders. Therefore, it is of interest to explore the tourism supply chain of a tourism village to unveil the members of TSC and their roles.

The following is the literature review on TSC, covering the definition of TSC, the TSC suppliers, and the definition of tourism village.

A. Tourism Supply Chain

A tourism supply chain is defined as "a network of tourism organizations engaged in different components of tourism products/services such as flights and accommodation to the distribution and marketing of the final tourism product at a specific tourism destination, and involves a wide range of participants in both the private and public sectors" [19]. There are product, money and information flow in TSC that relate to tourists experience [20, 21]. TSC components include input providers (sources), service providers (service producers such as accommodation, food and beverage, recreation, retail companies), intermediaries (tour operators, travel agencies), freight transport (physical flow connectors), and passenger transport (customer flow enablers) [20, 21, 22].

B. Tourism Supply Chain Suppliers

The elements of a tourism product/service to supply a tourism package in the TSC are: (1) Accommodation; (2) Transport to and from destination; (3) Catering and Food and Beverage (F&B); (4) Ground transport; (5) Ground services; (6) Cultural and social events; and (7) Environmental, cultural and heritage resources of destination [23]. Similarly, Chen [24] added souvenir industry and entertainment industry into the TSC. Meanwhile, more complicated suppliers involved in TSC within a destination is illustrated by Zang, Song, and Huang [19]. The suppliers could be first tier suppliers and second tier suppliers. The first tier suppliers include accommodation, transportation, excursion, shopping, and dining. The second tier suppliers consist of those firms that supply products and services to the first tier suppliers such as craft producers, water/energy suppliers, and food/drink manufacturers. The first and second tier suppliers support

the information flow to the intermediaries such as tour operator and travel agent to produce the tourism package [22, 25]. These suppliers cooperate and collaborate in a network inside the TSC to prepare the tourism package to tourists as the target market [22, 25].

C. Tourism village

Tourism village is a rural area, which offers a countryside authenticity including local architecture, culture, traditions, customs, and daily life of the residents [26]. Tourism village provides basic needs of tourists such as accommodation, tourist attraction, and supporting facilities (i.e. food and drinks, souvenirs) [27]. The revenue from tourism activities is given back to the community to improve their welfare and this village thrives independently without involving investors.

II. METHODOLOGY

A. Research Design

The research was conducted with qualitative approach. This approach allows the researchers to identify and explore the phenomenon of TSC more thoroughly [28]. The multiple-case study method was utilized to deal with the generalization issue [29] through finding replication of a unit analysis in other cases [29]. The cases were crossed to explore their similarities and differences. The cases selected should include similar and different sizes [29]. The cases reviewed were Sanur Kauh, Mas and Abang Airawang Suter tourism villages located in Bali Province, Indonesia. The underlying reason to choose these villages is because both have natural attraction as the main tourist attraction. In addition, these villages were also awarded a Silver Medal in the Bali Tourism Village Award 2017.

B. Data Collection Method

Multiple data gathering techniques were used i.e. in-depth interview, direct observation, and document review to ensure data and method triangulation [28, 29, 30]. In-depth interview was guided by the list of topics and the investigators followed research protocol during fieldwork. The interview was tapped with mobile phones. The interview had achieved data saturation after 30 interviews and the interview was stopped. Direct observation and documentation review were done to enrich the data. Direct observation was done by experiencing the services offered by tourism village. The informants was determined by purposive sampling technique complying with several criteria [28, 29, 30]. The informants were those related to the topic of research namely the leaders of the village, the business owners, tourists, travel agencies, and tour operators.

C. Data Analysis Method

Data was analyzed by following Miles and Huberman technique [30, 31]. Comparison of data, presentation and verification were the stages of data analysis [30, 31]. Data from the three cases were compared to seek matching pattern among the cases. Data was then presented in the matrices based on the topics drawn from the literature review and also the presentation of important statement from the informants. The data from the interview, observation and documentation were verified to support the findings.

III. RESULT AND DISCUSSION

A. Sanur Kauh Tourism Village

1) *Description:* Sanur Kauh village is well-known for Mertasari Beach and Blanjong inscription. The total area of Sanur Kauh Village is 386.0 Ha, which is largely composed of a residential area with a small area of **13** dy fields. Sanur Kauh Village is located in the lowlands with an altitude of 0-10 M above sea level which falls into the South Bali Region. The following are the village borders: (1) North side is bordered by Sanur Kaja Village; (2) South side is bordered by the Strait of Badung/Indonesian Ocean; (3) West side is bordered by Renon Village and Sidakarya Village; and (4) East side is bordered by Sanur Village. The total population of Sanur Kauh Tourism Village in December 2015 was 7,752 with 1,993 head of family based on recapitulation from each hamlet in the Sanur Kauh Tourism Village area [32].



Figure 1. Culinary stalls assisted by tourism-aware groups in Sanur Kauh Tourism Village
Source: Researcher, 2019

2) *Findings:* The findings from the field research in Sanur Kauh Tourism Village are presented on the following table.

TABLE II FINDINGS FROM SANUR KAUH TOURISM VILLAGE

TSC Suppliers	TSC Activities
Accommodation	<ul style="list-style-type: none"> • 11 four stars hotels • 2 cottages • 3 homestays
Transport to and from destination	<ul style="list-style-type: none"> • No public transport • International airport for incoming tourists from outside Bali (I Gusti Ngurah Rai International Airport)
Catering and Food and Beverage (F&B)	<ul style="list-style-type: none"> • There are some F&B services such as restaurants, small stalls, grocery stores, convenience stores • Dine in the homestays, hotels, villas
Ground transport	<ul style="list-style-type: none"> • Car rentals owned by local people • Online mode of transportations • Fuel providers
Ground services	<ul style="list-style-type: none"> • Tourist information center available to give explanation and offer tour packages to the tourists • Health clinic • Art shops sell souvenirs, Balinese clothing, and handicraft • Balinese style spas • Spacious parking area, local security (Pecalang)

Cultural and social events	<ul style="list-style-type: none"> • Public toilet • Excursions such as trekking, cycling, canoeing • The Enchantment of Mertasari Cultural Event which is expected to be a place for recreation, art and culture, a place of creativity for the younger generation, and to be a new attraction for tourists coming to Mertasari Beach, Sanur Kauh Village. • Groups of traditional Balinese dancing and music (gamelan) - sekeha
Environmental, cultural and heritage resources of destination	<ul style="list-style-type: none"> • Promoting green life style • Sanur Kauh heritage is Blanjong Inscription. It is an inscription that contains the oldest written history of the island of Bali. Blanjong inscriptions were found near Banjar Blanjong, Sanur Kauh Village. Blanjong Inscription forms 177 cm tall stone pillars and 62 cm in diameter. This inscription has two types of letters, namely Pre-Nagari Letters with old Balinese language, and Kawi letters using Sanskrit.
Travel Agent	<ul style="list-style-type: none"> • Travel agencies without formal agreement • The involvement of travel agent is very limited.
Tour Operator	<ul style="list-style-type: none"> • Limited tourists coming organized by tour operator

Source: Researcher, 2019

The accommodation in Sanur Kauh tourism village is varying from starred hotels to homestays. Therefore, it is against the concept of CBT. In the CBT concept, the accommodation should be owned and managed by local residents. However, it is understandable because Sanur has been known as a tourism destination since the beginning of tourism in Bali. Interestingly, there is no public transportation to the main attraction of Sanur Kauh tourism village. Private ground transportations were owned by local residents. Meanwhile, a lot of ground services are available for tourists' convenience. Regular Mertasari Cultural Enhancement event is conducted to attract tourists to come. The important heritage is the Blanjong Inscription that has the story of the island of Bali. Figure 2 is the signage of the Blanjong Inscription.



Figure 2. The signage of the Blanjong Inscription
Source: Researcher, 2019

21 The intermediaries such as tour operators and travel agencies have little contribution to bring tourists. Most of the tourists come because of recommendation from friends

and families or from the social media such as Instagram and Facebook. The majority of tourists are domestic tourist and only a few are foreigners. Sanur is well known as a quiet area compared to other tourism spot in Bali. As a foreign visitor said:

“We have been to Bali very often and always stay in Sanur. The place is very calm and safe, suitable for us who are aged and want to relax and read books calmly.” (Informant A, 2019)

B. Mas Tourism Village

1) *Description:* The beauty of the nature and wooden art of Mas Tourism Village have been known by foreign and domestic tourists. Mas Village is topographically a flat land with composition of 246 ha of rice fields, 194.99 ha of fields, 220.03 ha of yards, 3.26 ha of ponds, 3.26 ha of graveyards and 32.86 ha of other land usage. The total area is 7.04 km². Mas Tourism Village is administratively an area of Ubud Subdistrict, Gianyar Regency, Province of Bali with territorial boundaries of: (1) In the North: Peliatan Village and Ubud Village; (2) In the West: Lotunduh Village and Singakerta Village; (3) In the South: Batuan Kaler Village; (4) In the East: Kemenuh Village. The number of residents in Mas Tourism Village are 13,120 people based on the results of population registration in 2010 [33].



Figure 3. The wooden handicraft made in Mas Tourism Village
Source: Researcher, 2019

2) *Findings:* The findings from the field research in Mas Tourism Village are presented on the following table.

TABLE III FINDINGS FROM MAS TOURISM VILLAGE

TSC Suppliers	TSC Activities
Accommodation	<ul style="list-style-type: none"> • 1 hotel (3 star) • 26 non star hotels • 2 villas • Homestays
Transport to and from destination	<ul style="list-style-type: none"> • There is public transportation but very limited time table • International airport for incoming tourists from outside Bali (I Gusti Ngurah Rai International Airport) • Travel agencies without formal agreement
Catering and Food and Beverage (F&B)	<ul style="list-style-type: none"> • There are some F&B services such as restaurants, small stalls, grocery stores, convenience stores, coffee shops • Dine in the homestays, villas
Ground transport	<ul style="list-style-type: none"> • Car rentals owned by local people

	<ul style="list-style-type: none"> • Online mode of transportations • Fuel providers
Ground services	<ul style="list-style-type: none"> • Tourist information center available to give explanation and offer tour packages to the tourists • Health clinic • Art shops sell souvenirs, Balinese clothing, and handicraft. • Balinese style spas • Spacious parking area, local security (Pecalang) • Good infrastructure such as road, electricity, clean water • Money changer
Cultural and social events	<ul style="list-style-type: none"> • Cultural tourism by utilizing the potential of the village. Cultural tourism packages such as learning to sculpt, dance, and participate in daily community activities experiencing go to traditional markets, learn to cook, and live directly in the homes of residents (homestay) • Cultural group (sekehe) in which local residents learn to dance traditional dancing and play traditional music. The members will perform to the tourists
Environmental, cultural and heritage resources of destination	<ul style="list-style-type: none"> • Mas is famous of handicraft from wood such as mask, statue, carving etc. • Rice fields and ancient temples are the main attraction. • Galleries (Statues and carvings)
Travel Agent	<ul style="list-style-type: none"> • Travel agencies without formal agreement. The involvement of travel agent is very limited.
Tour Operator	<ul style="list-style-type: none"> • Tour operator has quite significant contribution to promote this village

Source: Researcher, 2019

The accommodation in Mas consists of different scale and types such as starred hotel, non starred hotel, villas and homestays. Historically, Ubud area is a fascinating destination with the hilly nature beauty and the famous wooden sculpture and carving. Therefore, quite a lot of accommodations were established here. Mas is easy to reach with good road condition, however, the public transportation has limited schedule, therefore, unreliable. It is easier to go there with a rental or a private car. Food and beverage are easy to find and very convenient for the tourists, most of them are owned by local residents. A lot of art shops and galleries are available along the main road. The main tourist attractions are rice fields, art shops, galleries, and temples. Tour packages were also provided by local residents for tourists to experience Balinese daily lives. The packages include sculpting demonstration, dance exhibition, and participation in daily community activities e.g. experiencing going to traditional markets, learning to cook, and living in the homes of residents (homestay). All of this is prepared and managed by and for local community. An owner of a homestay stated:

“In Mas village, homestay owners have a coordinator who arranges guest placement, payments and attractions made using village facilities such as temples and village halls. This includes a welcoming and farewell ceremony for group tourists. The homestay occupancy rate is relatively stable, there are no lows and high seasons. Villages also get income from tourism aware group quotes.

Because of the convenience of traffic and the comfort of the environment, many guests who actually stay have main activities in Ubud. Homestays has collaborated with OTAs such as Traveloka, Booking.com and Hotel.com. During their stay at homestays, guests are involved in the daily activities of residents such as cooking, ceremonies and some work such as carving and others. Guests are allowed to participate in using the kitchen of the host family." (Informant B, 2019)



Figure 4. Signage of homestay and art gallery
Source: Researcher, 2019

C. Abang Airawang Suter Tourism Village

1) Description: Abang Airawang Suter is a Destination Cluster consisting of three villages, namely: Abang Songan Village, Abang Batudinding Village and Suter Village. They were grouped because historically they were one village in the ancient time and they are located in the same area facing Mount and Lake Batur. Abang Airawang Suter Cluster is an example of a tourist destination village group with abundant natural resources with the main agricultural products of albesia, mahogany, corn, orange, chocolate, coffee, banana, and cassava. Abang Airawang Suter Cluster is located in Kintamani District, Bangli Regency. The area of Abang Songan Village is 7.08 km² with 1,227 people based on 2010 census [33]. The area of Abang Batudinding Village is 14.33 km² with 1,519 people [33]. Meanwhile, Suter Village



area is 12.56 km² with 2,609 people [33].

Figure 5. The Abang Airawang Suter Tourism Village
Source: Researcher, 2019

2) Findings: The findings from Abang Airawang Suter Tourism Village is presented in Table 4.

TABLE IV FINDINGS FROM ABANG AIRAWANG SUTER TOURISM VILLAGE

TSC Suppliers	TSC Activities
Accommodation	<ul style="list-style-type: none"> Not registered
Transport to and from destination	<ul style="list-style-type: none"> There is public transportation but very limited time table. The number of public vehicle is 41 cars. International airport for incoming tourists from outside Bali (I Gusti Ngurah Rai International Airport) Travel agencies without formal agreement
Catering and Food and Beverage (F&B)	<ul style="list-style-type: none"> There are some F&B services such as small restaurants, small food stalls, convenience stores Dine in the hotels
Ground transport	<ul style="list-style-type: none"> Car rentals owned by local people and other transportation company Fuel providers
Ground services	<ul style="list-style-type: none"> Tourist information center available to give explanation and offer tour package to the tourists Health clinic Spacious parking area, local security (Pecalang) Good infrastructure such as road, electricity, clean water
Cultural and social events	<ul style="list-style-type: none"> There are many photo spot with beautiful and breath taking panorama
Environmental, cultural and heritage resources of destination	<ul style="list-style-type: none"> Beautiful Abang and Batur mountains scenery with the Batur Lake. Yearly cultural event Ngusaba Tegen in Abang Songan Village. This is a festival to express gratitude to the creator for the gift of agricultural products over the past year.
Travel Agent	<ul style="list-style-type: none"> Travel agencies without formal agreement. The involvement of travel agent is very limited
Tour Operator	<ul style="list-style-type: none"> Tour operator has quite significant contribution to promote this village

Source: Researcher, 2019

There is no proper accommodation in Abang Airawang Suter Tourism Village. This area is located near the Mount and Lake Batur tourism destination where majority of hotels and villas are established. Tourists usually only come for sight seeing or to trek and return to their accommodation. The best potential attraction of this tourism village is its natural resources and agriculture product. Tourists come because the recommendation given by travel bloggers, travel video bloggers, social media (mostly Instagram and Facebook), friends, families, etc. Tourists come with their own vehicle rented from outside the villages. Sometimes they are accompanied by tourist guides from travel agents or tour operators. The tourists pay tickets according to their purpose to come. Different tariffs are applied and determined by Travel Aware Group. The distinctive cultural event such as Ngusaba Tegen is the 18 tage from the ancient time that is maintained until now. The tour operators

and travel agencies are free to bring tourists without formal agreement. The following is the statement from a guide working for a tour operator:

"I am as a guide sometimes also asked for opinions by tourists about interesting places to visit. So I explain and give information about several areas according to their interests. Guide normally has connection with some tourism villages. Tourists pay the entrance ticket usually in small amount of money. The income from the retribution ticket will be shared fairly with the government, village, and business owner such as homestays, convenience store, and tourism village itself." (Informant C, 2019)

The following photo is the gate to enter the area and a tourist information center as well:



Figure 6. The Tourist Information Center
Source: Researcher, 2019

D. Tourism Supply Chain Framework

The three tourism villages discussed above i.e. Sanur Kauh Tourism Village, Mas Tourism Village, and Abang Airawang Suter Tourism Village have similar stakeholders along the TSC. However, the contribution of each member varied. Some members have active participation, whereas some members have passive participation. The stakeholders or the members of TSC have relational network and experience network [34]. Relational network is practiced among the members of TSC, meanwhile, the experience network is among the first tier suppliers and consumers. Interestingly, in the case of tourism village, the role of travel agent and tour operator is replaced by online social media such as Instagram and Facebook. Tourists, particularly millennial, browse the Internet to search for information regarding a certain tourism destination before making decision to visit certain ar [9] [34, 35, 36]. Certainly, the Internet and social media play an important role in the planning stage [37]. The relationship of the members and their roles can be drawn as the figure 7.

Figure 7. Tourism Supply Chain of Tourism Village Framework
Source: Researcher, 2019

IV. CONCLUSION

The members of TSC in Tourism Village are: (1) Accommodation; (2) Transport to and from destination; (3) Catering and Food and Beverage (F&B); (4) Ground transport; (5) Ground services; (6) Cultural and social events; (7) Environmental, cultural and heritage resources of destination; (8) Travel Agent; and (9) Tour Operator. Members number 1 to 7 are the first tier suppliers, meanwhile number 8 and 9 are the intermediaries between suppliers and consumers (tourists). Each members of TSC has its own roles in a network either relational network or experience network. The role of intermediaries has increasingly been shifted by the social media and the Internet particularly when planning to travel. Social media and the Internet influence the decision making process of tourists. Thus future research should explore the impact of social media and the Internet on TSC.

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