

# AGROTOURISM DEVELOPMENT OF MAPPING BRAND POSITIONING AND COMPETITIVE LANDSCAPE: UGC (USER GENERATED CONTENT) APPROACH

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**Abstract:** Starting from 2009-2018 there has been an increase in the number of hotel resorts in Indonesia, so that the level of competition is higher and building a brand positioning agrotourism-based resort hotels can not only by creating regular marketing campaigns. The study used review data from online platforms tripadvisor.com. This study reveals the brand positioning of resort hotels and mapping the competitive landscape with the UGC approach to identifying the competing attributes of resort hotels in Bali. This study detects brand attributes using customer preferences as well as perceptual performance. Therefore, this study combines content analysis (UGC) and repertory grid (RGA) to answer research objectives. 13,784 customer reviews of the six best beach resort hotels in Bali are used to explore and visualize the competitive landscape. Sample determination techniques in this study using non-probability sampling approach. The findings of this study, identified the dominant agrotourism attributes in Bali are view and garden. This study detected that 66.67% of hotel resorts in Bali have asymmetric competitive model competition. Hotel resorts in Bali is mostly competing on PC1 which is a basic hotel offer. This research not only recommends competing for attributes to strengthen brand positioning in customers' minds but also competes with optimal allocation of hotel resort resources.

**Keywords:** *Agrotourism, Brand Positioning, Competitive Landscape, PCA, Resort Hotel, RGA, UGC*

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## INTRODUCTION

The tourism sector in Indonesia has been considered one of the most important sectors. The tourism sector can boost economic growth, especially from foreign tourists (Holik, 2018). The tourism sector has a trickle-down effect on many other sectors such as the handicraft industry, food, hospitality, tour operators, and others, to improve the wheels of the Indonesian economy (Raharjo, 2002). The tourism industry has multiplier factors in at least 16 other sectors such as travel or transportation agencies, hospitality, and restaurants as well as tourist attraction development (Arianti, 2014).

Based on the motives of tourism is very diverse, agrotourism is one of the diversification of tourist products that offer several tour packages for tourists who have lately been in the spotlight of tourists. In

the development of agrotourism, it was found that hotel resorts become part of important supporting facilities. López, Javier, & García (2006) explained the importance of consideration of the attributes of tourists staying in rural hotels located in the canary island agrotourism area. Agrotourism development can also increase business income, Mahaliyanaarachchi (2015) explained to agritourism some of the revenue comes from farm stay and the rest from farming activities. Tourists come from different countries, so it is necessary to pay attention to the existence of comfortable and clean hotel resorts for tourists

Indonesia has the highest number of foreign tourists entering through the air gate, namely Bali. In 2019, the number of foreign tourists reached 519,962 people (BPS, 2019b).

The types of tourism based on tourism motives according to Hunt dan Stronza (2009) include

sightseeing, cultural tourism, sports, health, social activities, and spiritual. Based on these very diverse tourism motives, agrotourism is one of the diversification of tourist products that offer several tour packages for tourists who have lately been in the spotlight of tourists. Agrotourism can place the potential of the agricultural sector in the tourism sector as a tourist attraction and can increase farmers' income significantly (Schilling et al, 2014). Agrotourism can also diversify agricultural areas and maintain sustainable agriculture so as not to be marginalized and become a tourist attraction (Okech, 2012).

Besides, what is included in agrotourism is forestry and agricultural resources. Factors that need to be considered in the development of agro-tourism areas are the attraction of tourist attractions. Tirtawinata, Reza, & Fachruddin (1996) Laverack (2009) if reviewed from the type of agrotourism, agrotourism can be categorized into scientific agrotourism, business, recreation, and culture. Agrotourism characteristics referred to in the context of this research is recreational agrotourism, namely the agricultural sector in a broad sense, namely resorts that are integrated with nature such as scenery and tourist attractions on the beach or mountain.

According to Avenzora (2008) that agrotourism typology can be categorized into typology eco-forest tourism, eco-agro tourism, eco-marine tourism, eco rural tourism, and eco-city tourism. Agrotourism typology not only involves the cultivation process, but the natural potential in the region can be developed as agrotourism such as hotel resorts that offer natural beauty facilities from lodging. From the various attractions and benefits of agrotourism according to (Sastrayuda, 2010) one of them is to increase the aesthetic value and natural beauty that can be visually obtained from the flora, fauna, and architecture of buildings arranged in a spatial layout that is compatible with nature

Resort Hotel is the most important agrotourism support facility. Resort hotels are built in the tourist area and offer natural beauty as a tourist attraction. Resort hotels are included in the part of agrotourism that develops the potential of natural beauty to be enjoyed by tourists through various tourist attractions offered such as water sports. Juwita (2017) explained that tourism is an activity to have fun without any intention to settle down. Tourists will need temporary shelter. The hospitality industry in Indonesia is growing rapidly from year to year. According to data from BPS (2019), the trend of hospitality industry development in Indonesia has increased almost 3-fold from 2009-2018.

The rapid increase in the hospitality industry certainly makes competition in the hotel industry also tighter, so building a brand positioning agrotourism-based resort hotels can not only by

creating regular marketing campaigns. Today in an era of rapidly growing technology, to create unique and different hotel brand positioning, marketers need to develop strategies that not only relate to consumer needs but must also have meaningful attributes and values.

Plumeyer, et al (2017) stated that hotel management also needs to be re-positioned from a consumer perspective and check the performance of various hotels competing in the market to achieve a clear positioning with a strong market orientation. Anderson, et al (1999) explained that the critical problem facing hotels in determining brand positioning is to distance themselves from other competitors by offering services that are difficult for other competitors to imitate. This allocates hotel resources less optimal so that the determination of brand positioning is very necessary to be able to map the competitive landscape and develop its strategy.

In recent years, online Word of Mouth Communication (e-WOM) has been a consideration for customers in deciding their choice. Xiang & Gretzel (2010) that social media is increasingly becoming an important source of information for travelers as they search for information online before making travel decisions. Testimonials of a trip are used as consideration to determine the final purchase decision (Varkaris & Neuhofer, 2017). Most review readers rate travel reviews as assisting them in learning about travel products and destinations (such as accommodation or transportation), evaluating alternatives, and avoiding unwanted places (Gretzel & Yoo, 2008) According to Expectancy Confirmation Theory (ECT) by Oliver (1980) customer evaluation is the result of a comprehensive comparison between customer expectations and perceptions and both should be used to understand brand positioning as a whole.

Based on these problems, hotel resorts that are part of agrotourism development require the development of a highly competitive strategy and hotel managers must always update the preferences of tourists to improve their strategic planning, marketing, and product development. The purpose of this study is to identify attributes that can build a hotel resort brand positioning, map the competitive landscape of resort hotels in Bali, and identify the competing attributes of resort hotels for agrotourism development. The competitiveness and resources of the hotel can be optimized using the extraction of tourist reviews from tripadvisor.com through user generated content (UGC). Exploring the customer experience on attributes detected under UGC is considered more transparent, objective, and cost-effective (Chiu et al, 2015).

## RESEARCH METHODS

The approach used in this research is the quantitative approach. A quantitative approach is used to answer the first research objective which is to detect hotel attributes that can build agrotourism brand positioning, map the competitive landscape of hotels based on attributes that can build brand positioning agrotourism, and analyze competing attributes to develop competitive agrotourism strategies based on hotel attributes. Plano Clark & Creswell (2015) explain that quantitative approaches are used to study a problem that requires an explanation of variables; decide what to learn; ask specific and narrow questions; collect data that can be calculated from the number of respondents; analyzing the figures using statistics and graphs, and conduct investigations in an impartial and objective manner.

This research combines RGA (Repertory Grid Analysis) with UGC (User Generated Content) which is divided into three parts, namely element selection, construct the building, and element assessment. IAB (2015) defines UGC as content generated by individual users or partners who have the potential to create content. One type of UGC used in this study is user reviews. RGA procedure is conducted by interviewing or surveying consumers (Chang dan Mak, 2018). Repertory Grid Analysis (RGA) is defined based on the Personal Construct Theory from Kelly (1955) that this analysis is used as a cognitive mapping technique used by individuals to compile and interpret various events and objects in various contexts ranging from sociology to information technology. This study did not use the method of interviewing directly to consumers but by collecting customer reviews from an online platform and conducting content analysis to identify competitors and develop competitive strategies. Hu dan Trivedi (2020) replaced the traditional interviews used in RGA with customer reviews. Elements associated with the selected hotel brand and detected brand attributes indicate construction. Customer evaluations of both preferences (interests), as well as perception performance, were identified to present element ratings on construction.

### Research Design

Figure 1 shows the stages of research using UGC which in the process of analysis combined with RGA to map the competitive landscape of hotel resorts in Bali. The first step is to collect reviews (web crawlers) using the app's desktop app type, Review Catcher Master, as a library and programming language. Phase two, collect all text reviews in Microsoft Excel as UGC Databank. The second stage, pre-processing by eliminating words, conjunctions, and converting sentences into stemming task processing. The third stage, Part Of Speech (POS) Tagging is to categorize the basic

words according to their category, then detect Noun as an attribute. The fourth stage calculates the closeness between the words described with the Jaccard Score and performs a test of the binomial proportions described with the Z-Score.

In the fifth stage, develop a competitive landscape by processing Jaccard Score and Z-Score using Principal Component Analysis (PCA). The last stage, identifying competitors and strategizing competitively with the Repertory Grid Analysis (RGA) method using Idiogrid. Higuchi (2016) detects unique brand associations based on consumer preferences for each hotel brand selected based on the Jaccard coefficient. The Jaccard coefficient is used to measure the similarity of attributes between brands.

### Data Collection

The study used secondary data from online platforms tripadvisor.com. Hu dan Trivedi (2020) present an online platform tripadvisor.com containing complex customer opinions and rich in resources because it comes with customer comments/ reviews, ratings, overall hotel rating, hotel type, and hotel identification.

Data collection in Bali Province will focus on Badung Regency, Kuta District, Seminyak Village, Bali between 2006 to 2020 According to BPS Provinsi Bali (2019) that the number of star hotels in Bali by class is the most in Badung Regency. This statement is supported by Wiranatha et al., (2018) that Badung Regency is the largest source of PAD sourced from Hotels and Restaurants due to the high number of foreign entrepreneurs visiting the area.

Based on data tripadvisor.com until 2020, Seminyak Village has the most hotel facilities among other areas in Badung Regency, namely 789 hotels. The location selection of data collection is done purposive sampling or intentionally with criteria in tripadvisor.com, hotels are sorted by traveler ranking, have a review rating of 4 bubbles and up, and belong to the beach resort. In this process, the top 6 hotels are taken into resort hotels to be researched. As Table 2 shows, 6 hotel resort brands with a total of 13,784 English-speaking customer reviews were used for further brand landscape analysis.

### Data Analysis Techniques

The analysis tool used is a master catcher review application to collect all reviews to bank data (Microsoft Excel) and kh-coders to perform the coding process. From the analysis obtained Jaccard and Z-score values as the main input of competitive landscape mapping process with Repertory Grid Analysis (RGA) using Idiogrid. After the process of coding and transforming the review into Jaccard value, the Jaccard value will be further processed through this Idiogrid to be analyzed with Principal Component Analysis (PCA), Slater analysis, and Euclidean distance.

Many statistical techniques are suitable for repertory grid ranking analysis. However, the statistical analysis used in this study used an analysis of the main components (PCA). According to Abdi & Williams (2010) Analysis of the main components (PCA) is a multivariate technique that analyzes data where observations are made to several interconnected manifest variables, the goal of this method is to extract important information from the data and describe it as a new set of orthogonal variables called the main components, and to display the pattern of observational similarity. In this study, PCA was used for grouping competing attribute dimensions.

After performing an analysis of the main components (PCA), the competitive landscape will be visualized in multi-dimensional graphs. In this study, euclidean distance is used as an indicator to identify the main competitors. Bender et al (2009) use euclidean distances to detect similarities between reference elements and other elements in

various dimensions. The average value of Euclidean distance is used as a reference to identify brand similarities.

Hu dan Trivedi (2020), If the cross value between two brands is smaller than the average value, then the brand is a competitor. RGA is used to evaluate brand performance in competitive groups detected at the PCA stage. Any elements or attributes that are a comparison between hotel brands will be discussed and further analyzed descriptively. The mean Euclidean distance was used as a reference to identify brand similarities. The following is the formula for calculating the euclidean distance:

$$d(a, b) = \frac{\sqrt{(a_1 - b_1)^2 + \dots + (a_k - b_k)^2}}{\sqrt{2nk/(n - 1)}}$$

Information:

D = euclidean distance; n = number of brand; k = PCA value; ak = resort hotel brand factor value A; bk = resort hotel brand factor value B.

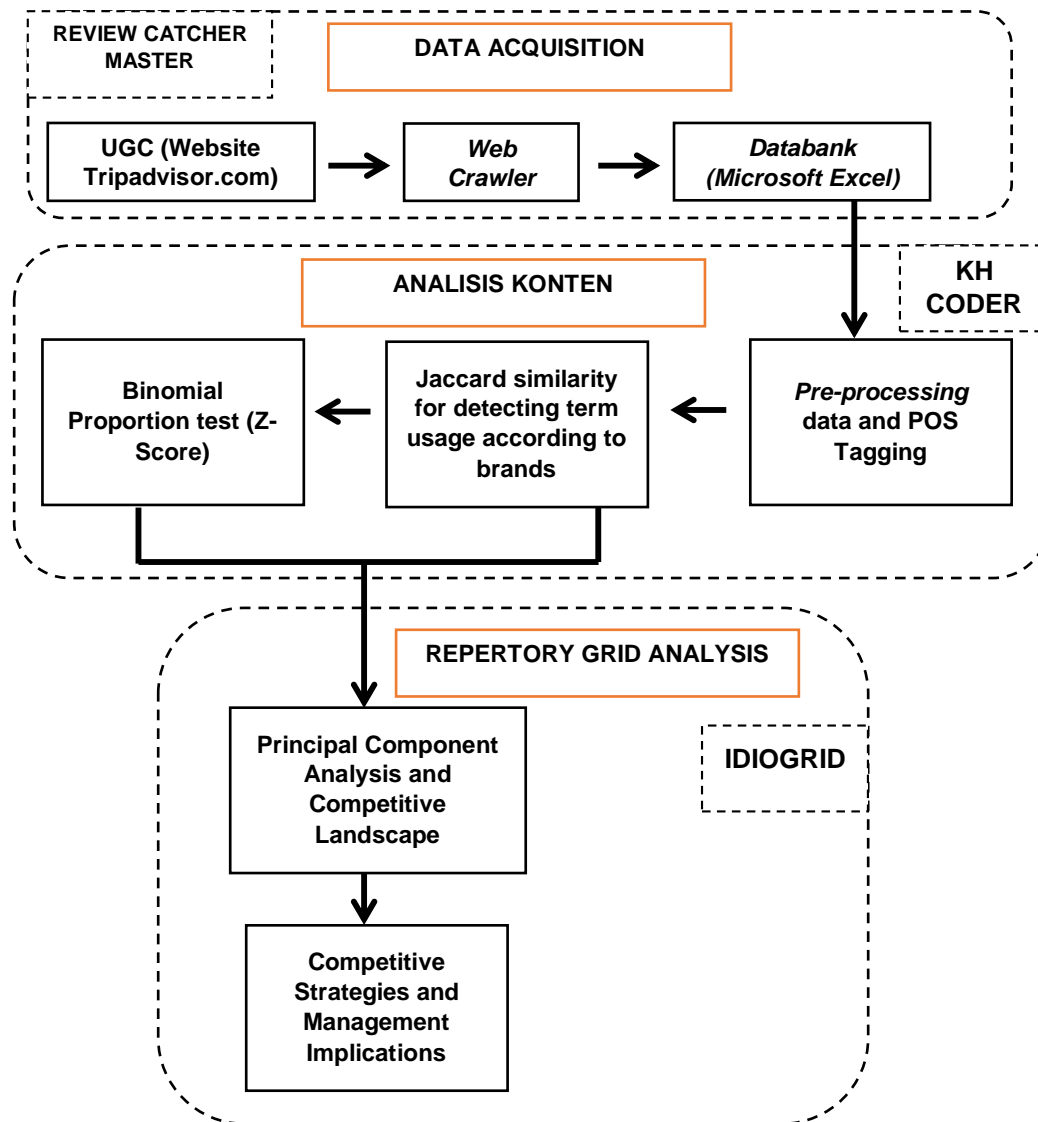


Figure 1. Stages of Research with UGC

## RESULTS AND DISCUSSION

The attributes of the hotel's resorts will be sorted by the level of interest and preference of the travelers in each hotel that is the object of research. According to the table in Appendix (1), the weight of attribute importance is ranked based on Jaccard's value in each resort hotel. Obtained the top 30 attributes that represent the 6 best hotel resorts according to traveler preferences, namely: airport, location, scenery, beach, garden, yard, experience, room, service, lobby, lounge, room type, bathroom, towels, bedroom, door, food, beverage, bar, driver, facilities, gym, luxury, massage, swimming pool, price, shopping, spa, staff, and water.

### Attributes that build Agrotourism's Brand Positioning

Table 1 shows that detected 5 attributes that can build brand positioning agrotourism, namely view, beaches, garden, food, and beverages. These 5 attributes are taken from the 30 main attributes detected (Appendix 1) and selected based on attributes that are directly related to the type of recreational agro-tourism. Tirtawinata, Reza, & Fachruddin (1996) Laverack (2009) if reviewed from the type of agrotourism, agrotourism can be categorized into recreational agrotourism, namely the agricultural sector in a broad sense, namely resorts that are integrated with nature such as scenery and tourist attractions on the beach or mountain with main facility as garden, view, food, and beverages. Resort hotels in Bali are classified as beach resorts that offer a beautiful natural panorama of the beach. It appears in Table 1 that there is a difference in customer preferences to detected attributes. Legian and Samaya Bali hotels are rated

as having an advantage on the scenic attributes provided in the 4th and 2nd place, while The Oberoi is rated more superior to the attributes of the park in the 2nd place. In contrast to W-Bali and Royal Beach which have an advantage on beach attributes that are ranked 5th and 2nd place, while Double Six excels at food attributes that are ranked 3rd. Based on these 6 brands of hotels that are the choice of tourists, all resort hotels are built on a large tropical garden while facing the beach that offers very beautiful views. Development of recreational agrotourism can be developed by paying attention to other supporting attributes such as food and beverages.

In this study to focus on the development of agrotourism in hotel resorts that already have the potential of resort-based recreational agrotourism hotels, the researchers grouped attributes that can build brand positioning agrotourism in Table 1. The dominant agrotourism attributes in Bali are scenery and parks. Seen from the many reviews given on the attributes of scenery and parks as the superior attributes of hotel resorts located in Bali. Based on the 5 highest ratings in each resort hotel, the attributes of scenic agrotourism there are 2 resort hotels (Legian Bali ranked 4 and Samaya Bali ranked 2nd), the attributes of agrotourism park there are 2 resort hotels (The Oberoi ranked 2nd and Royal Beach ranked 4th), attributes of beach agrotourism there are 2 resort hotels (W-Bali ranked 5 and Royal Beach ranked 2nd), food agrotourism attributes there is only 1 resort hotel namely Double Six ranked 3, and the attributes of agrotourism drink no one is ranked in the top 5.

**Table 1.** Agrotourism Attributes in Bali

Resort Hotel	Agrotourism Attribute Ranking				
	View	Beach	Garden	Food	Drink
Legian Bali	4	6	14	22	30
The Oberoi	22	10	2	14	19
Samaya Bali	2	28	29	6	8
W-Bali	7	5	22	19	6
Double Six	4	7	23	3	8
Royal Beach	6	2	4	5	30

Source: Primary data, processed (2020)

This is following Muktaf & Zulfiana (2017) explained that foreign tourists are mostly interested in visiting Indonesia because of natural tourism such as beaches and mountains, cultural tourism such as traditional rituals, culinary, and social communities, as well as spiritual and religious tourism such as religious activities, social activities of diversity, and ethnic differences that live in harmony. The view that is the superior attribute in this Bali hotel resort is the sea view with the category of resort hotels is Beach Resort. In line with Tunjungsari (2018) added

that tourism activities carried out by foreign tourists mostly enjoy cultural treats from local communities, such as dances, sculpture making, beautiful natural beauty, and local people's lives. The development of agrotourism attributes of this scenery and park can be developed with the presence of cultural performances.

In line with the detected attributes, Putra (2017) that the attributes detected in resort hotels are scenery, swimming pools, water sports tours, and beaches. Besides, the attributes of parks, courtyards,

lounges, drinks, food, prices, massage services, gyms, doors, and drivers are common attributes considered by tourists to choose a hotel resort. Like Albayrak & Caber (2015) which detected the attributes of drink and food, Tim (2005) found that the most valuable hotel features that significantly influence travelers' choices are price and pleasure including facilities provided such as beautiful gardens, spacious courtyards, lounges for relaxing places, massage services and gyms. Appendix (2) lists Z-Score showing attribute performance, Z-Score from positive to negative index indicates customer perception of hotel attributes from satisfied to dissatisfied (Hu dan Trivedi, 2020).

### Competitive Landscape

Analysis of the main components of the hotel resort brand association involving the 6 best hotels in Bali resulted in a 3-dimensional solution with 88.74% cumulative variation. Table 4 presents the eigenvalues and describes the presentation of the number of variants of the 3-dimensional solution. Based on Table 2 it is known that 3 factors can be formed from 30 variables analyzed. Where the requirement to be a factor is the eigen value must be greater than 1. Eigenvalue on PC1 or component 1 is 16.64 or >1 then becomes factor 1 and able to explain 55.47% variation. Furthermore, for eigenvalue on PC2 or component 2 of 5.94 or >1 then it becomes factor 2 and able to explain 19.80% variation. Eigenvalue on PC3 or component 3 is 4.04 or >1 then it becomes factor 3 and able to explain 13.47% variant.

**Table 2.** Analysis of the main components in Bali

PCs	Eigen value	% Variance	Cumulative %
PC_1	16.64	55.47	55.47
PC_2	5.94	19.80	75.27
PC_3	4.04	13.47	88.74

Source: Primary data, processed (2020)

Table 3 describes the loading factors of the 30 selected attributes and is grouped into three components that have been formed according to their loading values. PC1 is a basic level offer on resort hotels. Attributes included in PC1 are airport, bar, bathroom, bedroom, beverage, driver, experience, lounge, price, spa, room type, and towels. As for component 2 or PC2 categorized as a mid-level offer at resort hotels. Attributes included in PC2 are garden, courtyard, lobby, gym, massage services, shopping, scenery, luxury, water, and doors. Component 3 or PC3 is an advanced or special offer at resort hotels. Attributes included in PC3 are beach, swimming pool, service, facilities, location, room, staff, and food dishes.

Competitive landscape can be mapped by visualizing the relationship of each hotel brand with the 30 attributes that have been detected. The visualization of the competitive landscape map in

Figure 2 shows that the point on the map for The Legian Bali is adjacent to Samaya Resort Hotel which means that foreign tourists consider Legian and Samaya to have similarities in component 1 (PC1), thus meaning that the two resort hotels compete fiercely in most of the attributes located on PC1.

**Table 3.** Structure coefficients 3 dimensional brand attributes in Bali

Attribute	PC_1	PC_2	PC_3
Airport	0.76	0.38	0.36
Bar	0.88	0.04	-0.16
Bathroom	-0.43	-0.31	-0.17
Beach	0.06	-0.07	-0.49
Bedroom	-0.61	0.59	0.39
Door	0.34	0.84	0.41
Drink	0.82	0.10	0.01
Driver	-0.91	-0.32	-0.06
Experience	0.89	-0.28	0.13
Facility	0.01	0.09	0.79
Garden	-0.44	-0.73	-0.34
Ground	-0.33	-0.90	-0.15
Gym	0.21	0.91	0.31
Lobby	-0.14	-0.72	0.51
Location	0.14	0.10	0.87
Lounge	0.82	0.26	0.46
Luxury	-0.20	0.42	-0.07
Massage	-0.07	0.97	0.11
Pool	-0.09	-0.20	-0.54
Price	-0.89	0.15	-0.03
Restaurant	-0.30	0.42	-0.80
Room	0.63	0.16	-0.70
Service	-0.39	-0.49	0.68
Shopping	-0.01	0.71	-0.18
Spa	0.79	0.43	0.19
Staff	-0.09	-0.30	-0.32
Suite	-0.80	0.37	0.47
Towel	-0.90	0.05	0.40
View	-0.08	0.96	0.10
Water	-0.07	-0.72	0.51

Source: Primary data, processed (2020)

Similarly, the point on the map for the Double Six Hotel is very close to royal beach resort hotel, so it can be mapped that Double Six is the main competitor of Royal Beach Resort Hotel. While Hotel Oberoi is in the upper right quadrant the dimension point is closer to Royal Beach which is on the right side of the quadrant as well, so Hotel Oberoi and Royal Beach have something in common on PC1 and PC2 as well. For example, the Bar attributes for Hotel Oberoi and Royal Beach are ranked about the same.

The competitive landscape in Figure 2 and Figure 3 visualizes the competition between hotel resorts in detail down to their competing attributes. Most of the hotel resorts are nearby, meaning they have a lot in common according to reviews from tourists who have been processed into Jaccard score.

Component 3 (PC3) is an advanced offering. For example, the Royal Beach Hotel is adjacent to the Double Six which means the two hotels have something in common in component 3 (PC3).

For more detail in identifying brand similarities, euclidean distance value calculation between brands is selected as an indicator to identify the main

competitors. Hu dan Trivedi (2020) use euclidean distance between brands as an indicator calculated based on factor score from analysis of key components normalized using Slater method. Here is euclidean cross value distance between six hotel resort brands:

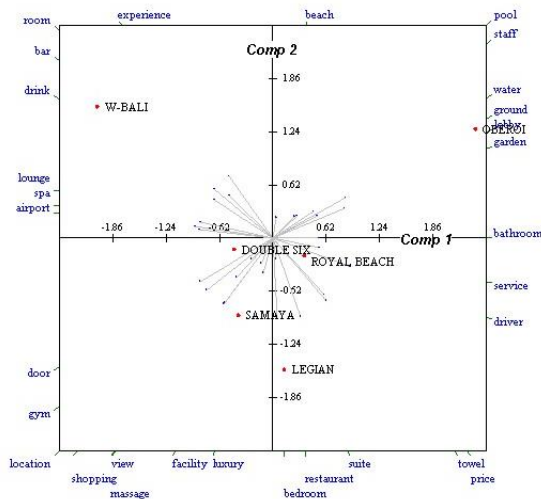


Figure 3. The Competitive Landscape of Resort Hotels in Bali (PC1 and PC2)

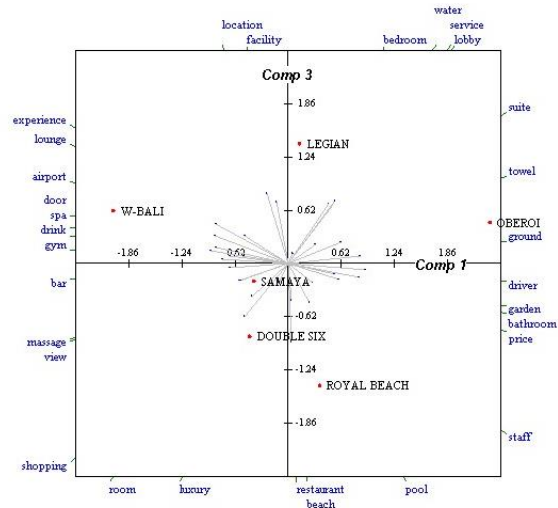


Figure 2. The Competitive Landscape of Resort Hotels in Bali (PC1 and PC3)

Table 4. Cross value euclidean distance between hotel brands in Bali

	Legian	Oberoi	Samaya	W-Bali	Double Six	Royal Beach	Mean
Legian	0.00	3.82	2.85	3.89	3.21	3.28	3.41
Oberoi	3.82	0.00	3.80	4.45	3.70	3.51	3.86
Samaya	2.85	3.80	0.00	3.48	2.60	2.93	3.13
W-Bali	3.89	4.45	3.48	0.00	3.31	3.75	3.6
Double Six	3.21	3.70	2.60	3.31	0.00	2.87	3.14
Royal Beach	3.28	3.51	2.93	3.75	2.87	0.00	3.27
Mean	3.41	3.86	3.13	3.6	3.14	3.27	

Source: Primary data, processed (2020)

Table 4 shows the cross-distance euclidean values used to identify similarities between hotel brands in Bali. If the cross value between 2 brands is smaller than the average, then the hotel brand can be categorized as a competitor. For example, in the second row with an average line of 3.41 it can be noted that Hotel Samaya Bali, Double Six, and Royal Beach Hotel are the main competitors of Legian Hotel Bali because the cross value is less than 3.41. similarly, in the third row with an average line of 3.86 it can be noted that Royal Beach Hotel, Double Six, and Samaya Bali are the main competitors of Oberoi Resort Hotel. To simplify the landscape map of hotel brands in this study will include only 2 main competitors for each reference hotel brand in the following analysis:

Competitive landscape maps of all hotel resort brands have been visualized through Figure 2 and Figure 3 as advanced materials to formulate the competitive strategy of each hotel brand. In Table 5 it is clear who is the main competitor through euclidean cross-value calculation. For example,

Hotel Samaya Bali and Double Six are the main competitors of Legian Hotel. Royal Beach Resort and Double Six are the main competitors of Hotel Oberoi. Based on Table 5 it is known that there is an asymmetric competitive landscape. For example, Samaya Resort Bali is identified as the main competitor of Legian Hotel, while the main competitor of Samaya Resort Bali is Hotel Double Six.

Table 5. Competitors among 6 hotel resort brands in Bali

Hotel	Competitors	
Legian	1 Samaya Bali	2 Double Six
Oberoi	1 Royal Beach	2 Double Six
Samaya	1 Double Six	2 Legian
W-Bali	1 Double Six	2 Samaya Bali
Double Six	1 Samaya Bali	2 Royal Beach
Royal Beach	1 Double Six	2 Samaya Bali

Source: Primary data, processed (2020)

This research by combining UGC (User Generated Content) with RGA (Repertory Grid Analysis) proves that to position competing brands better using more than 2 dimensions of attributes. It is appropriate for Slater (1976) to adopt identification methods based on entity similarities in multidimensional spaces. The results of this study prove that the existence of asymmetric competitive relationships between hotel brands can be identified by using 3-dimensional attributes.

For example, Samaya Resort Bali is identified as the main competitor of Legian Hotel, while the main competitor of Samaya Resort Bali is Hotel Double Six. The contribution of this competitive asymmetry theory is in accordance with the idea of Desarbo et al (2006) that the level of competition between 2 brands namely brand A and brand B, brand A may compete more intensely on brand B, but the same is not always the case with brand B. If in this study only use 2-dimensional analysis, it could be not identified that the main competitor of Samaya Resort Bali is Double Six Hotel, not Legian Hotel.

#### **Competing Attributes in The Development of Competitive Agrotourism Strategy**

Competitive landscaping maps have already identified the main competitors of each resort hotel. The purpose of finding who is the main competitor

**Table 6.** Attributes of competing resort hotels in Bali

<b>Hotel</b>	<b>Key Competitors</b>	<b>Competing dimensions</b>	<b>Competing attributes</b>
Hotel Legian Bali	Hotel Samaya	PC1	airport, bar and driver
Hotel Oberoi	Royal Beach	PC1	bar, driver, spa and experiences
Hotel Samaya	Double Six Hotel	PC2	lobby, massage, and gym
Hotel W-Bali	Double Six Hotel	PC2	park, lobby, and shopping
Double Six	Hotel Samaya	PC2	lobby, massage, gym
Royal Beach	Double Six Hotel	PC1	experiences, price, and suite

Source: Primary data, processed (2020)

The change in traveler's preference for attributes in choosing a place to stay or resort hotel is very fast. Hotel resort managers need to be faster in responding to this phenomenon to maintain a competitive advantage over others. If the current position is useless due to competitor pressure or customer indifference or because the results are disappointing, new positioning is required. Zimmerman & Blythe (2013) explained that research needs to be done periodically to ensure that re-positioning will be more meaningful to customers, worthy, and superior to what competitors offer or may offer in the future.

The core attributes of a 1-5 rating will be compared to the tagline that hotel resorts use in promoting their hotel resorts. As a result, almost all hotel resorts in Bali need to re-brand their

is to increase the internal capacity of the hotel resort and optimize the use of resources owned by the resort hotel. Hill dan Jones (2010) explained that product quality has an impact on competitive advantage. In this case, high attribute performance has an impact on competitive advantage. The establishment of competitive strategies certainly depends on new resources and capabilities or strengthening existing company resources and capabilities, to improve the company's distinctive competencies.

Table 6 shows the details of the dimensions and competing attributes of competitive landscape mapping. Mapping competing attributes are identified from the competing dimensions and ratings of the Jaccard coefficient of each hotel brand. For example, it can be noted that Hotel Samaya is the main competitor of Legian Hotel Bali and both hotels compete in dimension 1 more precisely on the attributes of airports, bars, and drivers. These two hotels have similar attributes in PC1, but Hotel The Legian Bali has superior performance attributes in PC3 namely location, service, facilities, and beach. At least to be able to compete with Hotel Samaya as the main competitor, Legian Hotel must maintain its attribute performance on PC3. Here are the competing attributes of resort hotels in Bali based on its main competitors:

positioning. For example, Royal Beach Resort has the tagline "Luxury resorts that offer elegant rooms, suites and villas, swimming pools, restaurants, and kids clubs" but identified core attributes are rooms, beaches, prices, parks, and food. Therefore, Royal Beach Resort may consider renewing its brand positioning. As a hotel resort that belongs to recreational agrotourism, Royal Beach Resort needs to improve the agrotourism attributes of view and drink, because currently, the performance of its attributes is below the rank of 5. Here is a comparison table between the taglines that hotel resorts have when compared to these attributes detected:



**Table 7.** Recommendations for Re-brand positioning Resort Hotel in Bali

Resort Hotel	Tagline	Core attributes identified	Agrotourism attributes
Legian Bali	High-end all-suite hotel with elegant restaurant, luxury spa and beachfront infinity pool with bar	Location, service, suite, view, bedroom	View (Rank 4)
Oberoi	Ornmented rooms and villas in tropical resorts with access to the beach, as well as swimming pool, spa and restaurant	Ground, park, service, staff, water	Garden (Rank 2)
Resort Hotel	Tagline	Core attributes identified	Agrotourism attributes
Samaya Bali	Resort with modern villa features private pool, 24-hour butler service, spa and restaurant	Luxury, view, location, room, suite	View (Rank 2)
W-Bali	Luxury rooms, suites and villas, easy beach access, spa, bar and restaurant	Room, location, bar, experiences, beach	Beach (Rank 5)
Double Six	Grand suite with restaurant, fitness center and outdoor pool	Room, staff, food, view, bar	Food (Rank 3), view (rank 4)
Royal Beach	Luxury resort offering elegant rooms, suites and villas, swimming pool, restaurant and kids club	Room, beach, price, garden, food	Beach (Rank 2), Garden (Rank 4), Food (Rank 5)

Source: Primary data, processed (2020)

The application of UGC combined with RGA makes this research easier. Manually, RGA is used to obtain personal construction based on live interviews. The live interview process will take a lot of time and cost intensively (Plumeyer et al., 2017). Based on the basic framework of Kelly (1955) Hudan Trivedi (2020) research (2020) using UGC to map brand positioning with element transformation is the brand name, the construct is detected brand attribute, and rating is Jaccard value of a detected attribute.

The most important thing is to develop a strategy to outperform competitors. Based on the detected competitive group, it further compares the performance of the hotel brand on the main attributes that are most relevant to other players in the same group to develop effective strategic recommendations. Identification of competing attributes is considered important because the resources owned by hotel resorts are limited, every hospitality business must prioritize attributes that require higher attention when competing with other key players in the market. For example, Hotel Samaya was identified as a major competitor to Hotel Legian Bali in this study and the bar is one of the important attributes for the success of both hotels. Based on attribute rating (Att. 1) shows that the Legian Hotel bar is rated better than Samaya Hotel, which indicates that Samaya Hotel should immediately focus on improving bar attributes to compete effectively with Legian Hotel. Similarly, other competing attributes have been mapped in Table 7.

## CONCLUSION

Based on the results of research that has been done on the application of User Generated Content (UGC) and Repertory Grid Analysis (RGA) to develop agrotourism development strategy through brand positioning mapping and competitive landscape obtained the following results:

1. The most dominant agrotourism attributes and the preference of foreign tourists visiting Bali are view and garden
2. Resort hotels in Bali experienced an asymmetrical level of competition of 66.67%.
3. Resort hotels in Bali do not compete in PC3 which is an advanced offer. However, both of them are mostly competing in PC1 which is a basic offer.

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**Appendix (1)** Attribute preference based on Jaccard Score ranking in Bali

NO	ATTRIBUTE	LEGIAN BALI	RANK	THE OBEROI	RANK	SAMAYA BALI	RANK	W- BALI	RANK	DOUBLE SIX	RANK	ROYAL BEACH	RANK
1	Airport	0.010	16	0.039	25	0.012	16	0.014	11	0.007	21	0.014	15
2	Bar	0.002	28	0.043	20	0.002	30	0.028	3	0.044	5	0.012	19
3	Bathroom	0.002	29	0.063	13	0.017	12	0.001	28	0.022	10	0.002	29
4	Beach	0.021	6	0.069	10	0.002	28	0.022	5	0.025	7	0.097	2
5	Bedroom	0.027	5	0.031	28	0.016	13	0.001	29	0.003	29	0.026	11
6	Door	0.008	21	0.033	27	0.007	21	0.007	18	0.008	20	0.008	24
7	Drink	0.001	30	0.046	19	0.023	8	0.020	6	0.024	8	0.001	30
8	Driver	0.005	24	0.047	18	0.007	22	0.003	26	0.005	24	0.011	20
9	Experience	0.011	15	0.065	11	0.023	7	0.027	4	0.017	13	0.021	12
10	Facility	0.019	7	0.048	17	0.006	24	0.010	16	0.016	15	0.010	21
11	Garden	0.011	14	0.120	2	0.002	29	0.006	22	0.006	23	0.070	4
12	Ground	0.003	27	0.126	1	0.014	15	0.006	21	0.003	30	0.027	10
13	Gym	0.008	19	0.016	30	0.004	25	0.005	24	0.005	25	0.004	28
14	Lobby	0.016	9	0.073	8	0.014	14	0.010	15	0.016	14	0.005	26
15	Location	0.089	1	0.074	7	0.036	3	0.039	2	0.009	19	0.042	8
16	Lounge	0.012	11	0.039	24	0.010	19	0.016	8	0.016	16	0.004	27
17	Luxury	0.012	12	0.052	15	0.119	1	0.009	17	0.018	11	0.043	7
18	Massage	0.006	23	0.023	29	0.007	20	0.003	25	0.010	18	0.007	25
19	Pool	0.009	17	0.071	9	0.003	27	0.015	10	0.003	27	0.094	3
20	Price	0.012	13	0.049	16	0.010	18	0.001	30	0.017	12	0.015	14
21	Restaurant	0.007	22	0.055	14	0.032	6	0.007	19	0.059	3	0.060	5
22	Room	0.005	25	0.076	6	0.036	4	0.048	1	0.111	1	0.099	1
23	Service	0.061	2	0.109	3	0.004	26	0.011	14	0.024	9	0.012	18
24	Shopping	0.003	26	0.036	26	0.011	17	0.005	23	0.004	26	0.012	17
25	Spa	0.008	18	0.039	23	0.019	10	0.016	9	0.016	17	0.010	22
26	Staff	0.013	10	0.099	4	0.018	11	0.012	13	0.087	2	0.020	13

NO	ATTRIBUTE	LEGIAN BALI	RANK	THE OBEROI	RANK	SAMAYA BALI	RANK	W- BALI	RANK	DOUBLE SIX	RANK	ROYAL BEACH	RANK
27	Suite	0.043	3	0.065	12	0.035	5	0.007	20	0.032	6	0.038	9
28	Towel	0.008	20	0.043	21	0.006	23	0.002	27	0.003	28	0.008	23
29	View	0.035	4	0.042	22	0.042	2	0.016	7	0.051	4	0.043	6
30	Water	0.019	8	0.082	5	0.023	9	0.014	12	0.007	22	0.013	16

**Appendix (2)** Bali's Z-Score relative rating

NO	ATTRIBUTE	LEGIAN BALI	RANK	THE OBEROI	RANK	SAMAYA BALI	RANK	W- BALI	RANK	DOUBLE SIX	RANK	ROYAL BEACH	RANK
1	Airport	-0.311	16	-0.752	25	-0.307	16	0.132	11	-0.597	21	-0.456	15
2	Bar	-0.733	28	-0.576	20	-0.768	29	1.393	3	0.862	5	-0.553	19
3	Bathroom	-0.754	29	0.132	13	-0.054	12	-1.012	28	-0.015	10	-0.880	29
4	Beach	0.236	6	0.355	10	-0.737	28	0.839	5	0.115	7	2.392	2
5	Bedroom	0.552	5	-1.012	28	-0.109	13	-1.075	29	-0.766	29	-0.046	11
6	Door	-0.454	21	-0.957	27	-0.524	21	-0.494	18	-0.566	20	-0.687	24
7	Drink	-0.780	30	-0.470	19	0.208	8	0.678	6	0.075	8	-0.908	30
8	Driver	-0.580	24	-0.429	18	-0.542	22	-0.887	26	-0.660	24	-0.574	20
9	Experience	-0.264	15	0.227	11	0.212	7	1.286	4	-0.224	13	-0.222	12
10	Facility	0.168	7	-0.411	17	-0.583	24	-0.270	16	-0.247	15	-0.594	21
11	Garden	-0.259	14	2.218	2	-0.768	30	-0.646	22	-0.652	23	1.454	4
12	Ground	-0.712	27	2.449	1	-0.226	15	-0.637	21	-0.774	30	-0.022	10
13	Gym	-0.438	18	-1.592	30	-0.646	25	-0.655	23	-0.672	25	-0.818	27
14	Lobby	0.015	9	0.520	8	-0.190	14	-0.225	15	-0.235	14	-0.784	26
15	Location	3.852	1	0.539	7	0.772	3	2.350	2	-0.530	19	0.513	8
16	Lounge	-0.227	11	-0.745	24	-0.402	19	0.311	7	-0.255	16	-0.818	28
17	Luxury	-0.233	12	-0.261	15	4.531	1	-0.306	17	-0.180	11	0.526	7
18	Massage	-0.512	23	-1.328	29	-0.520	20	-0.851	25	-0.475	18	-0.722	25
19	Pool	-0.401	17	0.436	9	-0.691	27	0.204	10	-0.743	27	2.278	3

<b>NO</b>	<b>ATTRIBUTE</b>	<b>LEGIAN BALI</b>	<b>RANK</b>	<b>THE OBEROI</b>	<b>RANK</b>	<b>SAMAYA BALI</b>	<b>RANK</b>	<b>W- BALI</b>	<b>RANK</b>	<b>DOUBLE SIX</b>	<b>RANK</b>	<b>ROYAL BEACH</b>	<b>RANK</b>
20	Price	-0.243	13	-0.371	16	-0.398	18	-1.075	30	-0.192	12	-0.432	14
21	Restaurant	-0.459	22	-0.136	14	0.587	6	-0.512	19	1.440	3	1.126	5
22	Room	-0.606	25	0.616	6	0.772	4	3.146	1	3.496	1	2.450	1
23	Service	2.347	2	1.822	3	-0.678	26	-0.163	14	0.056	9	-0.546	18
24	Shopping	-0.706	26	-0.862	26	-0.325	17	-0.655	24	-0.707	26	-0.532	17
25	Spa	-0.438	19	-0.730	23	0.004	10	0.258	9	-0.255	17	-0.615	22
26	Staff	-0.175	10	1.481	4	-0.045	11	-0.073	13	2.540	2	-0.277	13
27	Suite	1.405	3	0.227	12	0.732	5	-0.520	20	0.370	6	0.375	9
28	Towel	-0.448	20	-0.594	21	-0.551	23	-0.968	27	-0.758	28	-0.684	23
29	View	0.994	4	-0.624	22	1.039	2	0.311	8	1.149	4	0.547	6
30	Water	0.162	8	0.825	5	0.208	9	0.114	12	-0.597	22	-0.491	16