SUSTAINABLE TOURISM PRACTICES AS A STRATEGY TO ENHANCE CORPORATE BRAND

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ABSTRACT

Sustainable Tourism Practices as a Strategy to Enhance Corporate Brand. In the last five years, the accommodation overcapacity in Bali has affected the room rates, specifically in regards to another Asean tourist destination. Increasing competitions in oblige hotels to improve their facilities and images. Innovative branding with sustainable tourism practices as part of the strategy to improve the image, the hotel had an occupancy above 70%-90%. Sustainable issues are standing on three pillars: economic, environmental, social. This study is to investigate how sustainable tourism practices enhance the corporate brand. The number of informants using maximum variation sampling approach with qualitative method. Seven main questions adapted to this research situation and modified into a new framework assist in the understanding of the strategy, operations, marketing, and branding. This study found that sustainable tourism practices as a strategy enhance a corporate brand, maintaining brand stability, and giving a positive image to the customers and indirectly improving room rate, quality, safety, reducing costs. Moreover, this is primarily in the leisure segment rather than the business type of hotel.

Keywords: Sustainable tourism practices, green marketing, hotel branding, Bali, Jakarta

INTRODUCTION

Bali holds an impressive attribute for hosting both local and international tourists. The development of Bali's economic structure in quarter II-2018 is still dominated by main business component providing food, drink, accommodation (23%) share. As a result of this, tourism facilities are increasingly enhanced to welcome all tourists who come from various local and international locations. An economic response towards the increasing number in tourist arrivals to Bali and continuous improvement of the number of quality tourism services and supporting facilities, such as the development of further hotels and hotels rooms. However, the increase of hotel development and additional rooms capacity has caused a new obstacle for every hotel to get all their rooms occupied. The data shows that occupancy rates of hotels in Bali have never reached an average occupancy of 66%. This number is way lower compared to other similar destinations like the Maldives with average room occupancy of 83% and Phuket with average room occupancy of 72%. Therefore, with the increased competition in the hotel sector, hotels must have a strong branding strategy and excellent marketing campaign to attract people to stay at their hotels. With this awareness, several hotels finally apply "green marketing as a business strategy when promoting, pricing, and marketing their products." This additional factors in promoting service and goods are known as "corporate branding." Corporate branding serves as signals for distinct company values that are not readily observable, such as sustainability. As a result, brand strategy has become a powerful tool to motivate sustainability-oriented companies so that they can effectively differentiate themselves from other competitors in their market. By doing so, they can also improve the consumers regard further of the communicated brand (Roth et al., 2009). According to the Center for Responsible Travel's 2015 Travel Trends & Statistics report, around one in five customers (21%) say that they would be willing to pay more for a trip with a company that has a better environmental and social record. A 2012 report by The Travel Foundation found that 66% of travelers surveyed would like to be able to identify a "greener" holiday more easily. Global hotel management of Accor Hotels chain can e took as an example; the management has been seeking to operate a total of 200 hotels in Indonesia by 2020. This target is acquired based on the statistic that shows this country's rapid development. At the end of 2016, the company managed 106 hotels - 11 more units compared to 2015. In 2016, the group had 70% of average occupancy rate, with Bali and Jakarta as its most substantial bases, where the rate reached 90 percent (Demiçiftçi & Kızılirmak, 2016). This shows that the implementation of sustainable policies has enriched the Accor Group's brand equity. Thus, several other sustainable initiatives at its hotels and other businesses have been implemented by Accor. For instance, in 2012, the Planet 21 program was begun following the objectives of Charter 21 (Accor, 2015). The primary purpose of this study is to analyze how sustainable tourism practices are implemented as a strategy to enhance the corporate brand, which discussed branding strategies of global hotel companies. Since there are not many studies which discussed sustainable tourism branding strategies of the global hotel companies, this study is expected to give theoretical and practical information about hospitality branding, which would help both scholars and professionals. The aims of this paper are more specifically to investigate how sustainable tourism practices enhance the corporate brand.

RESEARCH CONTEXT

Legal Context of Sustainable Tourism
The legal context of sustainable tourism in Indonesia refers to the ministry of tourism that focuses on the diversity, uniqueness, and distinctiveness of culture and nature by considering the needs of the future.

- Legal Context Republic of Indonesia Law Number number 14 of 2016 on guidelines for sustainable tourism destination.
- Green Homestay Development
- Eco-Guide Standard
- Development of Park and Garden
Issues on Tourism
Issues on tourism development in Bali are as follows:

Ethics and Responsible Tourism
The problem with sustainability is its fundamental issue on values – a moral issue. There is a delicate balance between development and sustainability, where tourism walks a tightrope. Responsible Tourism challenges us to take action, to implement our moral convictions and help to turn the tide that rise against us.

Socio-Economic Impact of Sustainable Tourism Development
The subsequent influx of tourists and the shift from traditional structures to modern ones have ecological and socio-cultural consequences. Drawn to the richness of its society, culture, and biodiversity, community-based tourism in Indonesia began in the 1970s, and after that has been often used as a vehicle for poverty reduction and preventing environmental damage.

Economic Issues
According to (Suryawardani & Wiranatha, 2016), this tourism-driven economy growth in Bali has its weakness since this means that majority of Bali’s GRDP is sourced from tourism flowing outside Bali to import various needs of tourism products and equipment. Furthermore, according to (Wiranatha, Antara, & Suryawardani, 2017), this affects the growth of economic sectors, employment, and income distribution in Bali, Indonesia.

Environmental Issues
This environmental issue, especially about water carrying capacity, is also a significant concern in Bali. Water availability decreases every year in Bali. The water carrying capacity in the year 2008 was a deficit. According to Telegraph.uk Bali declare a garbage emergency. A 3.6-mile stretch of beach on the island’s western coast was declared an emergency zone after authorities realised that the volume of plastic being washed up was endangering the tourist trade.

LITERATURE REVIEW

Sustainable Tourism
Sustainable tourism can be defined as “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.” Sustainable tourism development guidelines and management practices apply to all forms of tourism in all types of destinations, including mass tourism and various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability (UNEP-WTO, 2005).

Thus, sustainable tourism should:

1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes, and helping to conserve natural heritage and biodiversity.
2) Respect the socio-cultural authenticity of host communities, conserve their buildings and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3) Ensure viable, long-term economic operations, providing socio-economic benefits that are fairly distributed to all stakeholders, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Today, there are some hotel chains and independent hospitality businesses that incorporate sustainable practices in their daily business. International hotel chains like Hilton, Marriott, Fairmont, and Accor had already made significant steps towards “corporate hotel sustainability” (Bader, 2005). Examples for sustainable measures they have done are: waste separation, efficient use of energy and water, installation of solar systems, and water purification means. (Bader, 2005). The latest given examples of hotels and their sustainable practices show that several businesses had undertaken steps towards sustainability.

Sustainable Tourism Certifications and Awards
Indonesian Tourism Minister Regulation No. 14/2016 stipulates that sustainable tourism should accommodate local community empowerment, cultural preservation, and environmental conservation. In this regard, there has been an increasing number of companies actively participated and working on the issues along with green partners and environmental organizations. Like in the beginning, customers are willing to pay a premium price for products that are more environmentally friendly and socially fair. Therefore, their decision-making is influenced by certifications that give a hint to which products and services fulfill these criteria (Gössling & Hall, 2008). It applies not only regarding tourism, but also other general aspects. As a result of this, the amount of national and international certificates and awards has been growing significantly.

Below shows the sustainability certificates and grading labels identified for sustainable hotels: Green Globe, Earth Check, The Global Sustainable Tourism Council (GSTC), Sustainable Tourism Eco-Certification Program (STEP), Energy Star, Green Key (U.S., Canada, Green Seal. (US), LEED. (US), Mexican Regulation NMX-AA-133-SCFI-2006 (Mexico), Green Tourism Business Scheme (GTBS). (UK), Certification for Sustainable Tourism (CST) (Costa Rica), GREAT Green Deal (Mesoamerica, Caribbean, Rainforest Alliance Verification. (Latin America, Caribbean, Tri Hita Karana (Indonesia- Bali)
Sustainable Marketing

There is no official definition for sustainable marketing, and many authors have different interpretations of its concept. Therefore, the author will go over definitions by several authors in order to establish a definition for this thesis. Terms can be ambiguous. (Belz & Peattie, 2009) even differentiate between sustainable and sustainability marketing, since sustainable can mean durable and could, therefore, as a long-lasting relationship with customers. The author of this thesis will use the term sustainable marketing since it is more prevalent than sustainability marketing. Furthermore, in the context of this thesis, sustainable marketing consists of environmental, social, and economic sustainability.

- The social dimension is concerned with employees, communities, and equality. Employees are treat equally and no discrimination due to race, gender, or other characteristics. Mostly the social aspects of production are focused on developing countries, where child labor is an accepted norm, and workers are often exploited. Therefore, it is expected that working conditions in companies and especially factories, are conducive and workers are treated well. The health and safety of workers during production are vital; neither can a product pose health nor safety threats during the use for the consumers. At the same time, companies can bring negative consequences for local communities in the form of air or sound pollution and other externalities. Negative impacts have to be minimized, whereas companies need to bring positive impacts as well, such as in the form of community-based programs or donations. Furthermore, and in correspondence to sustainable development, poverty alleviation is one main aspect by paying fair prices and ensuring workers’ wellbeing.

- The environmental dimension is concerned with businesses making responsible decisions and reducing negative impacts on the environment. The focus is on the whole life-cycle of a product. Depending on the industry or the product, the biggest impact on the environment can be either during the production, consumption, or disposal of a product. Sourcing, material and energy use, emissions during production, waste, packaging, and distribution are all taken into account, with the aim to have the lowest possible impact on the environment in all stages. However, the responsibility of the company does not end after the purchase. It is important for the company to do a follow up like measuring the product's impact during its use and at the end of its life cycle and whether it can be recycled or ends up in a landfill (Otman, Stafford, & Hartman, 2006). Although there has been considerable progress in reducing waste and making products more reusable and recyclable, a desirable shift would be from cradle-to-grave to more cradle-to-cradle product design.

All of this is in vain if a business does not generate profit, especially when a company is publicly owned since there is another responsibility towards the investors. An economically sustainable business uses resources in a way which allows the business to operate in the long-term while generating profit.

Sustainable marketing is a holistic approach (Otman, T. F., & Emery, 2012). A company’s mission and vision have to support sustainable marketing, which can be found in the core values of a company. Indeed that the aim of sustainable marketing is to add value to the consumers and satisfy the customers’ wants and needs, however, this must be done in a sustainable way (Belz & Peattie, 2009; Martin & Schouten, 2012). Designing, producing, and delivering a sustainable product is not only the responsibility of the marketing department but requires the collaboration between all departments in a company. Otherwise, a company cannot be truly sustainable.

Branding

“Brand” is considered as one of the most important parts of the product since it plays a critical role in the company's relationships with guests (Kotler & Armstrong, 2012). In the hospitality industries, branding is also very significant. Hotel companies utilize branding in order to achieve a competitive advantage and better positioning in the market (Maseviciute, Gueorguieva, & Georgiev, 2015). Utilizing brand names has enabled hotel owners and investors to make franchise and management contracts. This strategy is intensively used by hospitality firms like Marriott and Hilton in order to grow through franchising and management contracts. These hospitality firms declare that brands help individual hotels to maximize their occupancy percentages and revenue per available room (RevPAR) (Olsen, 2005). Branding gives information about the quality of the product and consistency, which provides trust for the consumers (Kotler & Armstrong, 2012). While making a decision, hospitality guests place great importance on quality, appearance, and reputation of services (Genç & Oksüz, 2015). Developing a capable sustainability structure requires making radical changes across all of the departments in a firm, including research and development, production, finance, and marketing (Achrol & Kotler, 2012).

Firms need to coordinate the implementation of sustainable practices across these units in order to trigger synergistic effects and, thus, maximize returns. Moreover, they can gain a competitive advantage by publishing information about these practices, regardless whether they involve activities implemented in the firm's operations (production, supply chain, etc.) or activities performed outside of the firm (community, stakeholder groups, etc.). Communicating these activities and their outcomes to stakeholders is a function of marketing, whether it is realized through sustainability or CSR reports (Nikolaeva & Bicho, 2011) other communication devices.

Applying the suggestions by (Ottman et al., 2006) on popularizing green activities, marketing can also focus on positioning sustainability-implied characteristics into valued benefits, which may even be unrelated to environmental or social concerns. Some examples of such benefits include: “cost and energy savings, health and safety, better performance, status and prestige, convenience, bundling or adding consumer value” (Ottman et al., 2006). Combining such associations with sustainability associations has the potential to improve the brand further.

Reporting Measurable Sustainability Outcomes

Companies should respect and preserve the communities, cultures, and environments in which they operate through sustainability actions. In addition, they should publicize these actions, as research suggests that reporting environmental activities (Ary, Jacobs, & Sorensen, 2010; Montabon, Sourle, & Narasimhan, 2007) and CSR activities (Reverte, 2009) improves firm performance. When announcing these activities, companies traditionally report the amount of money they have devoted to improving a cause. However, it is better to report the specific results of their sustainability endeavors, instead of their monetary
investment since sustainability outcomes provide additional value to the brand. Incentivizing outcomes rather than just expenditures are the key to driving business innovations for societal value creation.

Figure 1. Conceptual Framework
Source: (Kumar & Christodoulopoulou, 2013)

The framework above illustrates how implementing sustainability practices can improve company performances, as well as providing direct benefits when applied to optimize operations and lower costs. In addition to that, most sustainability practices and their outcomes can provide indirect benefits when they are well-communicated to the company's stakeholders and thus, enhancing the brand value.

In order to implement the framework of integration for sustainability the complete implementation guides are explained in the following steps:

Step 1 The first step includes assessing the issues the company plans to address through its sustainability actions and creating a sustainability strategy based on them (Hair, Hult, Ringle, & Sarstedt, 2014). After defining this information, managers will be able to create a strategy that outlines the principles above with its sustainability practices as the main focus.

Step 2 As the subsequent step, the companies need to plan, implement, and measure the results of their sustainability actions. This list is not exhaustive, and new business practices that are geared towards sustainability are constantly added. Following the previous information, the managers should measure the outcomes of the sustainability initiatives they have applied.

Step 3 The final step focuses on communication and managing the brand in order to connect the sustainability strategy of the company to superior performance. This implies that marketers should identify the sustainability outcomes that are relevant to stakeholders based on their social and environmental concerns.

In adjusting to the topic of this thesis, the author modifies the framework above according to theory V. Kumar to be as below, the author only investigates to the stages of branding and does not deepen research into the stage of corporate performance.

Figure 2. Conceptual Framework
Source: a modified framework
RESEARCH METHOD

Research Approaches and Design
This study uses a qualitative approach, specifically explorative qualitative. An explorative qualitative approach is a research approach that emphasizes efforts to produce a comprehensive and in-depth understanding of a phenomenon under study. This kind of approach can direct searches for new concepts through the interpretation of the processes and meanings of a study which then can be used to build predictions and provide explanations of what is study. An explorative qualitative approach will be used in this study because there is still a relatively small amount of widely published research related to Sustainable tourism practices in Bali. Following the main objective of this study, namely to conduct an in-depth study of Sustainable Tourism practices with a case study research design. The case study design is a qualitative research design that focuses on examining issues or problems that occur in a setting or research context (Creswell, 2007). Case study research explores deeply a phenomenon through in-depth data collection from various sources of information.

Location and Research Settings
This research was conducted in Bali and Jakarta. The main setting of this research was conducted at several Sustainable Hotels in Bali and Jakarta that already implement the concept of Sustainable Tourism and have implemented it within a certain time, and has received periodic or international awards or recognition.

Data Types
The data uses both primary and supporting data in doing the analysis. Primary data is collected directly from the source to meet the researcher’s objectives qualitative research data in this study include schematic data, narratives, and descriptions obtained directly from the source; notes on the results of observations in the field, the behavior of objects observed in the field and document data relevant to the focus of the study.

Method of Collecting Data
The data used in this study will collected through an interviews. Interview were conducted face-to-face with informants (resource persons) who had information that was relevant to the research topic. They were done based on interview guidelines to ensure the interviews put out effectively and the information collected through it was relevant to the focus of the study.

Informant
Informants are individuals who have the knowledge or become the source of information relevant to the topic of research, which can be collect through interviews. To be able to collect data that is relevant, complete, and holistic, informants in this study must be individuals with different positions which are directly related to the subject. The informants in this study include:
1. Manager of the hotels
2. Head of the Marketing /PR of the hotels
3. Experts in tourism industry
4. Travel Agents
The number of informants is determined using the maximum variation sampling approach. Maximum variation sampling is an informant selection approach in qualitative research which emphasizes the determination of the number of informants who can provide relevant information with adequate levels of variation (Patton, 2002).

Data Analysis
The data analysis technique used in this study is in-depth-description analysis. As is usually the case with qualitative research, data analysis is carried out continuously; starting from the initial assessment stage, throughout the data collection, until the completion of data collection in the field. This continuous data analysis is allowing to collects interactive analysis, which continues to develop following the data obtained in the field. Following the approach suggested by (Sugiyono, 2017) data analysis in this study includes three main stages, namely: data reduction, presentation of data/data display, and conclusion drawing/verification.

RESULTS

Identify Sustainability Issues
Amongst many negative impacts on the natural environment in modern industrial society, health issues resulting from air, water and soil pollution and climate change, have become the main problem. These problems have an enormous impact on the natural, as well as the social environment. These global environmental problems related to social behavior in modern industrial society (Tuna, 2011). Tourism activity can be considered one effective forms of social behavior in the industrial society that affects the natural environment. In determining the result of this research, it was found that five hotels believe that the main aspects of sustainability are the environment, social, and economical (HO04).

“to identify and adapt with issues we use reusable glass bottle, reduced a/c area , natural wood product from the village , bulk product instead of individual portion (shampoo, conditioner, shower gel, jam, butter, sauces, sugar, are available in individual refilled container ) have been put in place from the start. However, other issues, on the towels, sheets, selective garbage before disposal have been put in place later.”

Besides, sustainability management seems best conceptualized as a systematic approach to long term quality of life improvement (Starik & Kanashiro, 2013). It probably requires a holistic series of connected steps or stages in generally sustainable, though not
necessarily linear, directions, including at least inputs, processes, outputs, and feedbacks. One hotel is very concerned with not using Sustainable Tourism Practices as a black campaign, it must be following its implementation (HO01)

"it should be holistic that means that the principal of sustainability is really happening in your institution but also simultaneously you also did what I call the extraordinary type of promotion and use a bit of strategy that gets along to the award that you get from different institutions."

The main reason for this inconsistency is consumer confusion compounded by “greenwashing”. Furthermore, some areas of marketing activity, particularly advertising, have been criticized specifically for spurious claims in the promotion of sustainability, epitomized in the practice of "greenwashing"—misleading consumers about a company’s environmental performance for business gains (Chen & Delmas, 2010; Lauter, 1992). An expert in tourism stated that in order to identify sustainability issues must conduct a standard sustainable tourism practices survey and checklist, and this issue is significant to discuss (ET01)

"have to do a survey; there are two criteria local and global, those criteria have the checklist standard on being sustainable."

Unfortunately, a travel agent claimed that they have difficulty finding partners who have implemented sustainable tourism practices (TA01)

"it is something that we are trying to find in the last ten years we are looking for hotel partners, and we are trying to check how they operate if they are eco / responsible or not, so this environment ecology is a very important factor after its depend on the places, we as tour operator this is something we look at it is had to come from the management, and stakeholder, to be eco-friendly."

**Form Sustainability Strategy**

Concerning the form of a sustainable environment, one hotel claims that the main point of sustainability is to create an environment with very little plastic waste (HO02).

"Take straw for an example, customers today are obnoxious about using plastic straws because of what they see in the media, and they will not come to a bar today if they use a plastic straw or they do not have a sustainable place."

More people than ever appear to be learning about eco-safety issues and trying to take more substantive, more frequent, and more numerous actions in reducing energy consumption, improving water quality, recycling or reusing "waste" products, upgrading their own or their stakeholder network’s health, and assisting in improving their community’s socioeconomic sectors.

Two of the hotels solve their main issues of sustainability, which happen to be social issues by conducting CSR programs (HO05)

“We believe in people. This passion is what we want to share by investing and believing in underprivileged children through a CSR program. It is a sustainability development program by integrating social concerns in our daily business operations. As a realization of our values – Think of Others and Act as a Good Citizen, this program is fully supported by hotels under our network by providing education support and the right framework towards a better future.”

Three hotels decided to make a holistic package with three environmental, social, and economic aspects (HO03).

"So, when we create our hotel, we wanted to bring artisan to Indonesia alive. So we took like, for example, like the brick maker of the temple of Bali in Karangasem. The village is almost bankrupt because of their. So we design a new thing with them, if the old brick like this "let us make it geometrical let's make this, and we put them in order, 1,800,000 bricks is the same, we supported the whole village, it is a new factory that's for us, they get support."

A travel agent said that their strategy in the future to attract customers is to put a green logo on their advertisements so that potential customers will notice that what they sell is sustainable (TA01)

"we will in the future project to make the label of the sustainable hotel and put it in the brochure, green or sustainable; we are starting to think about that, it is not ready yet, it just a beginning of the process. the tourist not ready to chose for now because of the label."

According to (Iwan, 2013) green promotion is advertising that looks environmentally sound. A valid green promotion can increase awareness about ecologically friendly activities carried out by the company, provide information about company values, inform people about the products and services offered, and reach the right target market.

**Apply Sustainability Issues**

The commonly applied strategy in a sustainable environment is using the concept of reuse, reduce, recycle in order to achieve a zero-waste environment. However, each hotel has a different strategy in using sustainability issues to promote their business, like giving sponsorship to local communities and applying CSR system.

"From the environment side, we are doing a lot of conservation program such as we do the Jalak Bali Conservation Program, The Bali Conservation Program, We also did the EITP the Endemic Tree Planting Program. The program is for the species within our area and then bring back and replanting the endemic species of a plan of our area. That's for the conservation and the environment, for the community we do what we called BCA or Bali Cinta Alam, we also do the training for the local community"
around us. 90% of our employee is coming from the local it's not mean our local Bali, they come from our local village. Economic impact, we increase the income per capital surrounding our community by giving the chance also to get involved into the business of the tourism business in the hotel and of course from the economic impact we also increase the government revenue by what we call non-governments tax income or BNBP.

Measure Sustainability Outcomes
An expert in tourism stated that to measure sustainability outcome can be seen from the award or certification obtained by the hotel (ET02).

“Not only necessary to have award & certification but at very least an obligatory and Mandatory for everybody, its commercial point that the hotel has to present in their commercial presentations, has to be very strict, to be credible, and must from the independent organization.”

A product claim of credibility must be achieved through certification. Jacobs, Singhal, and Subramanian (2010) find evidence that environmental performance is associated with company value. Specifically, they find that the stock market exhibits varied reactions following specific announcements of Corporate Environmental Initiatives, which are self-reported, and Environmental Awards and Certifications, which are granted by third parties. While environmental philanthropy announcements and ISO 14001 certifications can increase the company's value, there are decreases in the company’s value when it publishes their actions about voluntary emission reductions.

Two hotels have sustainable tourism practices report from group hotel chain (HO07) Research has shown that reporting of environmental management practices (recycling, waste reduction, remanufacturing, environmental design, and surveillance of the markets) has positive impacts on company performances, mainly through improving product and process innovation indicators (Montabon et al., 2007).

One hotel measures sustainability issues from recycling to zero waste (HO03)

“We recycle everything, five I think we have five percent left that goes to landfill that cannot be processed and here we want to take the responsibility.”

Moreover, one hotel measures its sustainability issues by customer comment.

“Without reducing the comfort or guest's expectations, regular communications, and exchanges with the guests may help to find solutions or to understand expectations.”

Additionally, research has also shown that companies that have created a sustainable image through sustainable branding will reduce their environmental risks, for example, risks to human health or the environment, as a result of company activities (Czinkota & Ronkainen, 2010).

Communicate Sustainability Issues
In communicating the sustainability issues, hotels present an award or certification they have received in their lobby or digital marketing on the website, send a newsletter about their sustainable tourism practices activities, put information in the hotel area about how to save energy, do workshops, display artwork of a unique trash can display awareness with plastic waste and using green pins concerned about the environment. This concept is carried out utilizing soft marketing, where there is no coercion in providing information about the sustainable tourism practices implemented in the company.

“We show the guest that what we have everything here recycle, workshop, campaign, event about sustainability, also through digital, and advertisement.”

Also, if consumers are sympathetic to sustainable issues, this suggests that their behavior could be steered towards more environmental actions, or that the right types of marketing appeals (communications) could be effective in eliciting more sustainable consumption behavior (Mair & Bergin-Seers, 2010). The mix and type of interventions or messages are important and can dramatically increase (or decrease) the effectiveness of pro-environmental.

Create Brand Sustainability Associates
Corporate branding is often referred to as a process of promoting and communicating the core entity of a company, i.e., a company's values, vision, and image (Hatch & Schultz, 2008). Expert in tourism and travel agent believe that by implementing sustainable tourism practices in the company would be able to create a new motto or concept with higher value to the guest as a green destination (ET02)

“first avoid negative impact of the rate, medium term will have a positive effect on the rate its certainly create an image, it depends on its branding, for instance, eco friendly hotel, and that creates authenticity, the clients today prefer authentic rather than conventional ultimately increase the revenue, once again the hotel will advocate the price is right in the view of safe environment they propose it in the medium basis, but now only to avoid the hotel to be unqualified”

Sustainable tourism practices hotel states that they have raised their brand value in the eyes of consumers. Moreover, because they have shown concern for the issues and help the community, consumers also feel that they have indirectly contributed the sustainable tourism practices to the community (HO01)
“When they come to our hotel, and you can say you have contributed to the world because you come to a place that also contributes to the world. This is what we call soft marketing. We cannot do direct marketing.”

Customers feel involved in this call to action since they see themselves as an integral part of the responsibility triangle in improving the taking into account of sustainable development.

**Build Brand Value**

According to expert in tourism, sustainable tourism practices will have the effect of improving room rates, quality, safety, and reducing costs and maintaining brand stability in the eyes of consumers (ET01)

“Create Not only brand value but also improve price rate, quality, safety, and reducing cost “

The benefit of green hotel in the hotel operational are (i) cost efficiency (reducing operational cost from energy and water as well as efficiency from recycle program, (ii) environmental protection through implementation of waste management by using recycle materials, (iii) improve added-value, (iv) increase market share and gaining competitive positioning, (v) improve external demand, (vi) improve customer satisfaction and guests loyalty, (vii) staff motivation, (viii) cultural heritage preservation, (ix) reduce climate change and (x) sustainable hotel.

Three hotels stated that it has an indirect effect on revenue, occupancy, and room rate (HO01)

“So, some mistakes of over expectations for some people if they get the award as a sustainable destination and they put logos on their promotion or marketing it can automatically boost the revenue, that is wrong. You can not just say if you bring the branding of sustainability that will automatically increase your revenue or your profitability.”

(Sirsly, C., T. & Lametrz, 2008) suggested that CSR is not always meant to be generating the monetary and economic value for the companies, but it helps to promote the company’s unique efforts towards society. When a third party endorsed its corporate efforts, the reputation of a company is reinforced in the ‘eyes of both market and non-market stakeholders.’

Three hotels said that sustainable tourism practices is essential and is a demand from consumers that will be the future of tourism (HO02)

“I think in the future it will be demanded from the customer; this is an investment for the future. More and more people concern about this, like the plastic movement is really big now. The younger generation will not come to the restaurant who still serve single-use plastic; even my kids do not want to come again to that place.”

One hotel stated sustainable tourism practices is only necessary for the area of a type of leisure hotel, not on a business hotel (HO06)

“There are tourist that look for sustainable tourism, I run a resort in Thailand before I came back here, there we have a reusable water and bamboo a lot of it totally impractical, people are spending $3000 a night to go to sustainable hotel, not for a city hotel like Jakarta they don't care because people here mainly on business “

Meanwhile, a travel agent stated that there is an increasing number of consumers who are more concerned about sustainable tourism practices experience during their vacation, not yet for the hotel but potentially will (TA01)

“but when we propose them a product until now it is not a factor for hotels, but for an excursion for the tour, it is, for six years already based on sustainable tourism. The client like the idea, and it is interesting and ready to pay more because they know the part of the tour will be given to the community. Not for the hotel yet. It is the future “

**DISCUSSION AND CONCLUSION**

**Strategy**

The company must be able to address sustainability issues and its practices, which then can be applied in each situation and environment, in the form of strategy; by conducting research, Sustainable Tourism Practices checklist, following international/national guidance, and implementing it optimally, not merely a material for marketing purposes.

**Identify Sustainability Issues**

Almost all the interviewees are aware of the sustainability issues and able to identify them; whether they are structural or operational issues. Furthermore, some of them already have a clear corporate strategy, while others will adjust themselves according to the client’s demands or perception. It is well perceived at the government levels, although more theoretical than practical.

**Form Sustainability Issues**

Some companies have incorporated sustainability issues as part of the core policy of their activities, while some still consider them as part of their CSR program and act based on a specific case, one at a time. The study found that after the company strategically applied the issues following their respective situations, they then used certification and award as recognition of their success. They also conducted internal audits, had a Sustainable Tourism Practices report for hotels within international corporations, received financial assistance from charity events and customers’ comments.
Operation
Apply Sustainability Issues
The sustainability issues are applied according to the strategies defined by the hotel management, which then will be explained more thoroughly depends on the level of concern. It becomes a corporate regulation for large organizations while for stand-alone owners, it is a tailor-made policy. They are now regularly applied, progressively, on a case by case basis, with more or less efficiency and with the objective of constant improvement.

Measure Sustainability Issues
This is certainly one of the most important issues of these studies; sustainability has to be measured by independent and certified parties. It has become an important marketing tool and an essential credential for all hotels. One comment of the interviewed illustrated that “It was as important today as wi-fi access five years ago.” Hotels which are not certified will be viewed negatively by the clients, and soon after will be disregarded/disqualified.

Marketing
In communicating sustainability issues, it was found that certification plays an important role for the company as a tool of communication with consumers, providing information that the company has credibility in sustainable tourism practices. The company's status is shown by conducting soft marketing strategies. They do it online in the form of newsletters, websites, and invitations to sustainable tourism practices workshops. They also display their awards at their hotels, using special pins and selling souvenirs with the money to be donated to their CSR program.

Communicate Sustainability Outcome
The first level is, of course, to be able to display an international “green certification”; certain information including environment concern and sustainable practices example are incorporated in all hotels’ presentation. Sustainable tourism practices are indeed considered very important that the latest theme of BBTF 2019 (Bali Beyond Travel Fair) was “Journey To Sustainable Tourism.” The tour and travel fair was held in Nusa Dua, on 25-29 of June. It communicated to the public about how important it is to be sustainable.

Branding
Creating Sustainability Associates
Usually, hotels or organizations which have incorporated eco-friendly objectives at the conceptual phase, already have a branded image. Meanwhile, other hotels will have to use an important communication effort to re-brand their activities.

Building Brand Value
This study shows sustainable tourism as a strategy maintaining brand stability, and giving a positive image to the customers and indirectly improving room rate, quality, safety, reducing costs. However, this usually only happens when tourists decide to stay in leisure-type of a hotel, while in business-type hotels, this is not a concern to be worried about.

Suggestions
Suggestion for Hotels
1. Companies need to have a guideline in developing the sustainable tourism strategy.
2. New regulation No 97 for banned single-use plastic in 2018 from the governor of Bali should motivate the tourism industry to start sustainable tourism practice as soon as possible.
3. In addition to getting certificates and awards, the interviewee must be more active in educating consumers about the importance of sustainability practice, inviting consumers to be part of this campaign according to previous research to have a positive effect on guests’ brand image of the company.
4. Moreover, it founded that the travel agent had trouble in recognizing sustainable tourism hotel, it means the hotel did not communicate the strength to the travel agents. Travel agent is essential as the supplier and distributes the hotel trough, wide customer group.
5. Business type of hotel should start to see this practice as a branding strategy

Suggestion for Government
Hotel development must be limited so that it can maintain the price and stability of the hotels around by having criteria to past the hotel development so that business can be sustainable in terms of the economy.

Suggestion for Travel Agents
As more people aware of the sustainable tourism tour, the travel agent should see this as an opportunity and inform their clients. It can be a selling point to gather sustainable tour and sustainable accommodation in one package.

Concluding Remarks
This study aims to investigate how sustainable tourism practices enhance the corporate brand. It was found that the company must be able to address sustainability issues and its practices, which then can be applied in each situation and environment, in the form of strategy; by conducting research, Sustainable Tourism Practices checklist, following international/national guidance, and implementing it optimally, not merely a material for marketing purposes. In the form of operations, the company applied strategy according to each issue in their environment, in measuring their success using certification or awards, they also conducted internal audits, had a report sustainable tourism practices for hotels with international relations, financial assistance obtained
from charity events, and consumer comments. Each hotel has a different strategy in applying sustainability issues with the concept of reuse, reduce, recycle with the aim of zero waste to landfill, as well as CSR and local community scholarships to go to school. Certification plays an important role in the company as a tool of communication with consumers, providing information that the company has credibility in sustainable tourism practices. The company's status is shown by conducting soft marketing strategies. They do it online in the form of newsletters, websites, and invitations to workshops. Even though it does not have a direct financial impact, enhancing company’s brand – having a good strategy and maintaining the stability of the brand for the long term – gives a positive image in the eyes of costumers. The costumers will feel that they are taking part in protecting the environment. Enhancing corporate brand, it was found that sustainable tourism strategy improving corporate brand, maintaining brand stability, and giving positive image to the customers and indirectly improving room rate, quality, safety, reducing costs. Moreover, in business type of hotels, it was found that customer was not the main concern in sustainable tourism practices issues compare to the leisure type of hotels. To ensure higher credibility and generalizability of the findings, a more empirical study is needed.

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