



## How Does the Shifting of Marketing Strategy in the Hospitality Industry Contribute to the Sustainability Company Growth?

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### ABSTRACT

Tourism is the driving force of Balinese people's economy. The development of technology and information systems has been influencing the marketing strategies undertaken by the tourism and hospitality industry in Bali. The purpose of this study is to analyze the shifting of the implementation of marketing strategies undertaken by the hospitality business enterprises in Bali and their contribution to the sustainability of the corporation growth. The respondents are 40 people, consisting of general manager, sales and marketing managers and public relation managers of 3, 4, and 5-star hotels in Bali. First stage analysis finding were the percentages of the shifting of marketing in hospitality industries in Bali. It has been published in Journal Management and Accounting, ISSN 1414-1263 (2017). The second stage is quantitative analysis, consist of three variables. The variables of this research are the implementation of X1 – the horizontal marketing, X2 – the marketing 3.0 and X3 – the digital marketing and their contribution to Y – the sustainability of corporation growth. The analytical technique used is a descriptive quantitative approach, making linier regression. The finding shows that the implementation of horizontal marketing strategy and digital marketing were shifting and contribute positively to the sustainability of the corporation growth, but marketing 3.0 is not significantly impact to sustainability of the corporation growth. The implications of this study is expected to give guidance to marketing managers in applying the right marketing strategy in the hospitality industry.

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### 1. Introduction

Tourism is the driving force within the Balinese society, thus it has become the focus of the government's attention in order to maintain its existence and quality. Tourism is pretty much dependent on technology and information system. Consequently, the development of technology and information systems have been influencing the marketing strategies undertaken by the tourism and hospitality industry in Bali. As a leading tourist destination of Indonesia, Bali tourism marketing strategy, requires high creativity. The number of foreign tourists visiting Bali in 2014-2016, based on data derived from the Central Bureau of Statistics (BPS) in 2017, reached an average of 4,232,136 tourists per year with an average growth of 8.29%.

This number of visits is not yet considered to be satisfying and thus can still be maximised, as this is only 60% of the number of rooms available in Bali. Bali Hotel and Restaurant Association (PHRI) Bali (2016) noted that there are 2,260 starred and non-starred hotels in Bali with a capacity of 56,971 rooms. On average, there are still 40% of hotel rooms vacant in a year. This amount is categorized high enough, thus it only understandable to set a special strategy to optimize the occupancy rate of hotels in Bali. Certain parties have already proposed new strategies and implemented and this has already been seen as a shift.

The shift in marketing strategy contributes to the competition in tourism business in Bali. Kartajaya (2009) states that the market is very dynamic because it is constantly changing. Marketing has a very important role in dealing with a dynamic market and the dynamics of tourism marketing in Bali is quite fluctuating. In the condition of over-supply of hotel rooms, the general managers and marketing managers increasingly and aggressively market

their products. The concepts and marketing strategies applied tend to vary both conventionally and in a more modern (information and technology based) way. Marketing strategy discussed in this paper is a shift in the marketing strategy from the fundamental and conventional way into horizontal marketing, marketing 3.0 and digital marketing.

The development of science, technology and information update the strategy of marketing implementation of tourism business in Bali. In the era of 1990 to 2000, the business travel agent in Bali grew very rapidly. This business was carried out by using a system of contract rate and voucher sales between hotels in cooperation with related travel agents. The payment method was done by the travel agents within the time limit of 1-2 months, with the composition of discount contract rate reaching 30-40%. In the era of the year 1990-2000, the business travel agent was very profitable even though using the conventional approach.

Unlike the case with the era of 2000 (millennium), the development of increasingly sophisticated technology, digital marketing with internet-based social media outperforms other marketing. This shift directly or indirectly affects the achievement of corporate objectives. Not only does the marketing orientation focus on the products, but hotel companies also start to pay attention to the customer. The companies design clear visions and missions and treat the customers not only as their sole target market, but also as valuable assets. Not only do companies pay attention to the economic aspects, but they also begin to pay attention to aspects of their customers in the community and environment. This consideration is thought to be an effort to keep the company growing and sustainable.

When observed from the aspect of the shift; then in this paper studied how the shift occurred, how big and how the impact on the development and sustainability of tourism industry in Bali?

## 2. Theory and Hypotheses

### 2.1 Horizontal Marketing

Muditomo (2015) states that in the world of Indonesian web, the phenomenon of online stores and free buying and selling forums are collaborative examples, where multi-contributor firms defeat single-contributor ones. In general, this is a picture of vertical and horizontal phenomenon in the marketing world. Vertical markets can be described as heterogeneous markets, which illustrate that buyers only offered generic products, forcing minimal buyers' involvement over the form and features of those markets. Muditomo (2015) explains, the horizontal market is a homogeneous market in which the position of the sellers and buyers are aligned and both have the same involvement in the form and features of the market.

Friedman (2007) revealed that the advancement of internet-based technology is able to transform and liberate the potential of individuals in their creativity and capability. In his book titled "The World is Flat" Friedman (2007) states that humanity is now entering the era of globalization 3.0 which is individual globalization, as opposed to globalization 1.0, which is the globalization of the country, and globalization 2.0, which is the globalization of the company.

Horizontal marketing can be categorized as community marketing, in which consumers in a certain combined community become the target so that a good relationship is shaped, and loyalty is formed and becomes sustainable. The intended community is not intended solely to get the support of social media such as Facebook, twitter, WhatsApp, telegram and more, but more to form the emotional bond.

Kotler and Caslione in "Chaotics" (2008) reiterate "We are entering an era, where the world is in turmoil". Kartajaya (2008) states that market changes from vertical to horizontal and the new civilizations which refer to the marketing understanding – "New Wave", rely on any marketing practices, which are connected horizontally. There are 5 factors that change the business environment from vertical to horizontal with the Force of Change, which are one of them is the movement of technology, where information and communication technology has shifted from "one to many" to "one to one" and now again, shifts to "many to many". According to Kartajaya (2008) Marketing 2.0 is characterized by an emotional marketing that relies on emotional intelligence. This has reached the consumer's conscience in which, even though the products offered are more expensive, they are still purchased by consumers because the existence of the emotional bond. Marketing 2.0 is expanding and becoming a popular buzzword marketing, such as customer relationship management, experiential marketing, and emotional marketing.

### 2.2 Marketing 3.0

In the development of marketing strategy, Premananto (2015) found that Holistic Marketing has become a new mantra for marketers in 21st century era, with four pillar concept comprising integrated marketing, internal marketing, performance marketing and relationship marketing. Consequently, new approaches are needed by stakeholders in managing their business and marketing strategies. MarkPlus and Kotler (2008) state that marketing practices will shift and transform from the intellectual level (marketing 1.0) to the emotional (marketing 2.0), and finally to the human spirit (marketing 3.0).

Marketing 1.0 relies heavily on rational intelligence. Consumers become product-oriented, choosing products merely based on the high and the low of the prices. In this case, the level of marketing is then intellectual in nature as it uses powerful tools such as marketing mix, branding, positioning and so forth, so that consumers are very easy to move. In Marketing 3.0 strategy, marketing activities are based on spiritual intelligence. In other words, marketing in this case shifts toward the spiritual. This marketing strategy is able to achieve high profitability, sustainability, brand strengthening and very authentic making it so difficult to match.

Kotler and Kartajaya (2010) explain the differences of marketing 1.0, 2.0, and 3.0 as listed in Table 1 below.

**Table1. Differences of Marketing Strategy**

Aspect	Marketing1.0 Product-centric Marketing	Marketing 2.0 Customer-oriented marketing	Marketing 3.0 Values-driven marketing
Company objectives	Sell products	Satisfying, making the consumer loyal	Make a better world
Motion Flow Trigger	Industrial Revolution	Information and communication technology	New Wave Technology
How Companies view Consumers	Mass buyers with physical needs	Consumers are rational and emotional	Consumers who are holistically mind, heart, and spirit
Key Marketing Concepts	Product development	Differentiation	Values
Company Marketing Guide	Product specifications	Positioning companies and products	Vision, Mission, and Values of the Company
The Sale Value of the Company	Functional	Functional and emotional	Functional, emotional, and spiritual
Interaction with Consumers	Transactional that is top-down in nature (One to Many)	“One to one” intimacy relationship	Collaboration between consumer networks (many to many)

Source: Kartajaya (2010)

Warrink (2015) states that modern society is becoming increasingly aware of the necessity to behave in a sustainable manner, which resulted in higher expectations towards sustainable practices of businesses. This is why the emergence of Marketing 3.0, a concept developed by Kotler, Kartajaya, and Setiawan (2010) in (Warrink 2015), which takes a more sustainable approach towards marketing, receives an increasing amount of attention in the academics and practical world. Warrink’s (2015) finding emphasizes the use of Marketing 3.0 practices is expected to generate benefits for customers and companies simultaneously by creating a more sustainable world and making the world a better place. The efficient use of Marketing 3.0 is expected to result a higher consumer trust through the use of collaboration practices.

### 2.3 Digital Marketing and its Impact on corporate sustainability

Google & Temasek Research (2017) analyses that: South East Asia (SEA), the fastest growing digital economy market, is expected to grow \$ 200 billion by 2025. The biggest market size in SEA market is “travel” (accommodation and transportation), which reachest \$ 22 billion in 2015 and is still expected grow by 309% or \$ 90 billion by 2025. Indonesia’s online travel market was the biggest in the region in 2015 at \$ 5 billion and is expected to grow by 380% to become \$ 24.5 billion by 2025. Research findings by Durmas et al. (2016) describes that the biggest advantage of digital marketing is reaching the target audience in the right way by using social media and

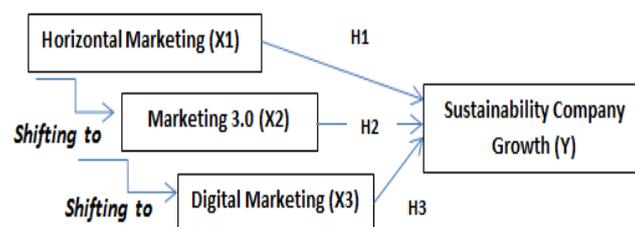
search engines. This study tries to explain digital marketing periods and the advantages, the experienced transition and the difference between traditional and digital marketing.

Linda et al. (2013) findings show that while the consumer brand's 'involvement' acts as a CBE (Consumer Brand Engagement) antecedent, consumer 'self-brand connection' and 'brand usage intent' represent the key CBE consequences, thus providing a platform for further research in this emerging area. In the aspect of digital marketing, Leeftang et al. (2013) research findings show a great deal of attention, which has been focused on the tremendous opportunities of digital companies. The results reveal that filling the "talent gaps", adjusting the 'organizational design', and implementing 'actionable metrics' are the biggest opportunities for companies across sectors.

Digitalization increasingly penetrated into all aspects of business such as banking, automotive, property, hospitality and community services. So far, the use of social and digital media was to provide an optimal impact for consumers. Faster, more accurate information, better quality visualization and faster transactions are safe and easy. Kumar Research (2014) analyse the real estate transaction to suggest where IT might change the process of selling or buying houses and discuss several current ventures in this area. His research suggests that is eroding the long-enjoyed information monopoly of real-estate agents and these applications have the potential to dramatically change the current practices in the real-estate industry, including the elimination of agents. During the national tourism college coordination meeting, the Tourism Minister Arief Yahya (2017) reiterated: "do not wait to be abandoned by customers, pick up changes by going digital if you want to win the future customer"

#### 2.4 Research Framework and Hypothesis

In this research, two aspects will be analysed, which are the shift of marketing strategy and the impact of the implementation of the horizontal marketing strategy, marketing 3.0 and digital marketing towards the companies' growth and the sustainability. Structurally, it is illustrated in Figure 1 below;



Based on the above framework, it is assumed that there exists a shift in the marketing strategy of which, each will impact on the sustainability of the corporate growth.

### 3. Research Methods

The sample of this research is 40 people of whom are the businessmen in the hospitality industry, mainly the marketing managers and the general managers of hotel and tourism business in Bali, members of the association of the marketing manager and IHGMA (Ikatan Hotel General Manager Association). Data collected cover primary and secondary which are expected to support the writing of this paper. Operational variables in this study include independent variables; X1 strategy (horizontal marketing), X2 strategy (marketing 3.0) and X3 strategy (digital marketing) conducted by the hospitality business in Bali and the dependent variable Y (sustainable growth of company that occurred in Bali) as the impact of marketing strategy shift. The sampling technique used is purposive, and data obtained is interpreted by using the quantitative descriptive analysis technique and multiple linear regression.

### 4. Research Analysis

The analysis technique used is descriptive quantitative and multiple regression. The population is star hotel general managers and executive sales managers in the tourism area in Bali. Due to the big size, purposive sampling is conducted. Altogether there are 40 people. There are two stages of analysis. The first stage is the analysis on aspects of shifting the implementation of marketing strategy (horizontal marketing, marketing 3.0 and digital marketing) in the last two years. The analytical method used is a quantitative descriptive approach. The phase two analysis is the impact of the implementation of these three marketing strategies on the sustainability of the corporate growth making use of multiple linear regression analysis techniques.

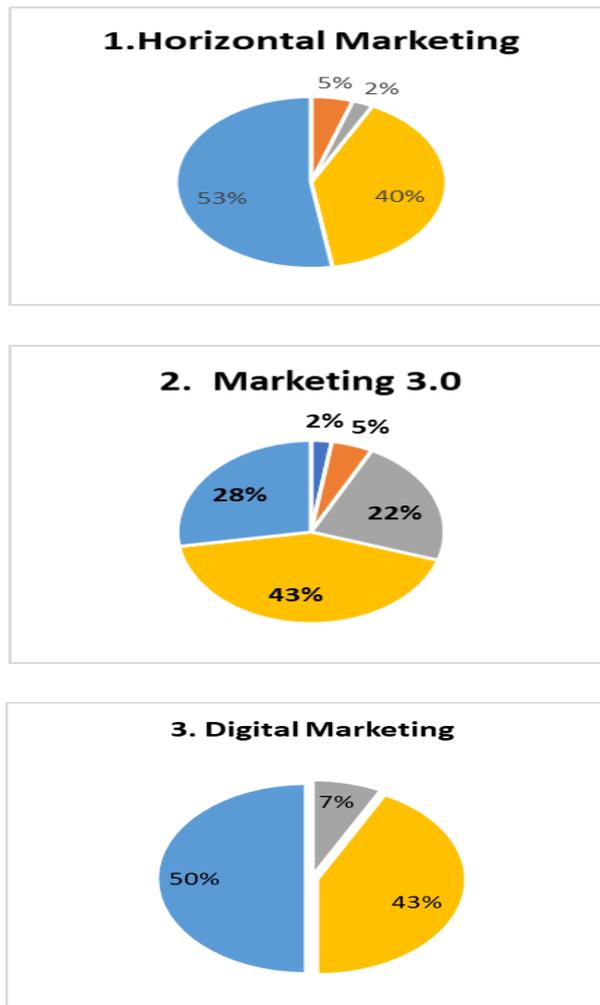
### 4.1 Shifting Marketing Strategy

Along with the development of information technology, strategies in the marketing world also simultaneously keeps up with it. Marketing, which has become the front guard of the company, gets special attention from the business players, mainly tourism services business. This has made the era of development of information systems and technology serves as a milestone movement in marketing activities. Conventional marketing, which focuses only on employing between four and seven marketing mix (product, price, place, promotion, power, physical evident) turns into horizontal, value-based, and media-based marketing.

Based on survey results and data about the shifting of the implementation of the marketing strategy in the last two years, it can be concluded that there has been a shift in the implementation of marketing strategies of business people in Bali hospitality industry. Details on the shift in the strategy implementation is described in the following diagram.

**Figure 1**

Implementation of Horizontal Marketing, Marketing 3.0 and Digital Marketing Strategy Year 2015-2016



Note on Figure 1

Likert Scale	colours	Items
1	Dark Blue	Do not conduct marketing activities
2	Orange	Rarely conduct marketing activities
3	Grey	Conduct the ordinary marketing activities
4	Yellow	Often conduct marketing activities
5	Light Blue	Very often conduct marketing activities

Pie chart 1- Horizontal Marketing shows that only 2% and 5% of the respondents conduct the ordinary and rarely conduct horizontal marketing activities; 40% and 53% stated that they often and very often conduct the horizontal marketing activities. This means the company is still intensively conduct horizontal marketing activities, with the concept of marketing "differentiation", which includes efforts to reach the consumers in a rational way i.e. by conducting a one-to-one community with the purpose to get the consumers' loyalty.

Pie Chart 2 - Marketing 3.0 shows that 2% of respondents never conduct, 5% rarely conduct, 22% conduct the ordinary and 28% and 43% often and very often conduct marketing activities 3.0. Marketing 3.0 focuses more on the concept of value or the value of the company with a more holistic consumer approach as consumers who have mind, spirit, heart. The implementation of this strategy is done less proportional, and some even suggest that there is no need to be conducted because it has not been seen as being able to give a direct value for the development of the company.

Pie Chart 3 - Digital Marketing shows that 0% of respondents rarely and never make a digital marketing effort. 7%, 43% and 50% of respondents respectively mentioned that they used to, often and very often conduct digital marketing activities. This means that digital marketing strategy has proven to be used, and has been often and very often conducted by the hospitality industry in Bali. In addition to the consideration of speed, the accuracy and profitable, this strategy exists and is used by all business players and all target markets in the world (Yahya, 2017). In other words, companies that do not use digital media will find it difficult to get a widespread target market in the global market. It is concluded that the shift to the digital marketing strategy is very visible and spontaneously conducted by all business people.

The findings of this study are consistent with Durmas et al. and corroborated the study of Leeflang et al. (2013), Linda et al (2013), in which all see the advantages of digital marketing to reaching the consumers in a fast manner and in a large quantity and uncontrollable through social media. The results of this shift also reinforce the findings of Friedman (2007), Kotler and Kartajaya (2008), Yuswohady (2008), who are able to see the shift and connect it with future consumers' needs.

#### **4.2 Impact on Corporate Growth Sustainability**

The growth of hospitality business in Bali is increasingly widespread and unstoppable. Room occupancy rates in 2016 only reached an average of 60%, (BPS 2017) creating an over-supply of rooms in Bali. Bali tourism branding is carried out quite intensively by the tourism ministry who is able to bring in tourists in large numbers. The tourist arrivals this year is targeted to reach 15 million. Various efforts have been made by the government in to meet the target. One of them is digital marketing strategy, which was proclaimed by Tourism Minister Arif Yahya. Digitalization of hospitality industry marketing is a new breakthrough. The government has done with all their might and in a timely manner in order to reach the global market target.

Based on the results of analysis on the shift marketing strategy above, it appears that there is a shift in the implementation of marketing strategies. This research analysed the influence of the strategy implementation toward the sustainable growth of tourism business in Bali. The questioner distributed to 40 general manager and executive sales of star hotel managers in the area of Kuta, Sanur and Nusa Dua. The results of his analysis are described as follows:

#### **4.3 Validity and Reliability Test**

In the quantitative multiple regression analysis, the validity and reliability testing of data is absolutely necessary. The level validity of variables can be seen from the corrected item correlation, in this study the corrected item correlation value is above 0.3. This indicates that the study instrument is valid and feasible to be used. The reliability test is needed to determine the level of consistency of variables and indicators. Now (2006) states that a research instrument is indicated to have an adequate reliability if it has Cronbach coefficient alpha value greater or equal to 0.70. In this study, the Cronbach alpha value is above 0.7, which indicates that the variables and indicators are reliable. Details are shown in Table 1 below.

Tabel 1. Correlations

		Growth	Horizontal	Marketing	Digital
			l	3.0	
<b>Pearson Correlation</b>	<b>Growth</b>	<b>1.000</b>	<b>.324</b>	<b>.347</b>	<b>.549</b>
	<b>Horizontal</b>	<b>.324</b>	<b>1.000</b>	<b>.752</b>	<b>.425</b>
	<b>Marketing 3.0</b>	<b>.347</b>	<b>.752</b>	<b>1.000</b>	<b>.712</b>
	<b>Digital</b>	<b>.549</b>	<b>.425</b>	<b>.712</b>	<b>1.000</b>
<b>Sig. (1-tailed)</b>	<b>Growth</b>	<b>.</b>	<b>.021</b>	<b>.014</b>	<b>.000</b>
	<b>Horizontal</b>	<b>.021</b>	<b>.</b>	<b>.000</b>	<b>.003</b>
	<b>Marketing 3.0</b>	<b>.014</b>	<b>.000</b>	<b>.</b>	<b>.000</b>
	<b>Digital</b>	<b>.000</b>	<b>.003</b>	<b>.000</b>	<b>.</b>
<b>N</b>	<b>Growth</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
	<b>Horizontal</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
	<b>Marketing 3.0</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
	<b>Digital</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

Sumber: Data diolah 2017

4.4 Multiple Regression Analysis

To test the influence of marketing strategy variables (horizontal, 3.0 and digital) on the sustainability of company growth multiple regression analysis was performed. The independent variables of this research are X1 (Marketing Horizontal), X2 (Marketing 3.0), X3 (digital marketing) and Y (growth company). Based on the trends happening in the community, the marketing strategy that is conducted almost entirely refers to the digital marketing. The values of the influence of the marketing strategy variables which influence the sustainability of the companies' growth are described in Table 2 below.

Table 2: Descriptive Statistics

	Mean	Std. Deviation	N
Growth (Y)	3.995	.6649	40
Horizontal (X1)	4.350	.4658	40
Marketing 3.0 (X2)	4.560	.4093	40
Digital (X3)	4.422	.4692	40

Source: Data processed 2017

The number of respondents who gave a total answer are 40, with a fairly high average almost reaching the range of number 4.

4.5 Determination Analysis

In multiple regression analysis, the coefficient of determination (R-Square) shows the level of the independent variable's ability of to explain the dependent variable. Details are shown in Table 3 below.

Table 3: Determination Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 <sup>a</sup>	.347	.292	.5592

The value of R-Square is 0.347 describes the level of the independent variables's ability (marketing strategy) to explain the dependent variable (sustainability of the company's growth). The value of R-Square 0.347 means that 34.7% variable "sustainability of company growth" can be explained by the independent variable "marketing strategy", while the remaining 66.3% is explained by other factors.

#### 4.6 Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.543	1.036		.524	.603
	Horizontal	.456	.300	.319	1.517	.138
	Marketing 3.0	-.617	.441	-.380	-1.401	.170
	Digital	.969	.280	.684	3.463	.001

a. Dependent Variable: Growth

Based on the results of the description in the above table, the regression equation can be created, which is as follows.

$$Y = C + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 0.534 + 0.319X_1 - 0.380 X_2 + 0.684 X_3$$

The regression equation can be explained as follows.

- 1) The constant value of 0,534 means that if the independent variable of the marketing strategy is constant, then the sustainability of the company's growth will be worth 0.534.
- 2) Variable horizontal marketing strategy, has a regression coefficient worth 0.319, which means, every increase in the implementation of marketing horizontal by 1%, will affect the sustainability of the company's growth by 31.9%
- 3) Marketing strategy 3.0 variable, with regression coefficient of -0.380 indicates that, every increase in the implementation of the aspect of marketing 3.0 by 1%, will decrease the sustainability of the company's growth by 38.0%.
- 4) Variable digital marketing strategy, with regression coefficient of 0.684 means, every increase in the implementation of digital marketing strategy by 1%, will have an impact on the improvement of company's sustainability growth by 68.4%.

#### 5. Discussion of Research Results

##### H1 Hypothesis: Horizontal Marketing on Growth Sustainability

The results of the hypothesis testing in this study proves that the horizontal marketing strategy positively affects 31.9% towards the sustainability of corporate growth in the field of hospitality in Bali. This is an indicator that the contribution of horizontal marketing strategy has to be taken into account in maintaining the stability and sustainability of the company. In line with Kotler (2008) and Kartajaya (2008) studies, which focusing the consumer community on horizontal marketing, this measure is able to contribute greatly to the achievement of the corporate goals through appropriate approach toward the consumers?

##### Hypothesis 2: Marketing 3.0 on Growth Sustainability

Findings on aspect of marketing 3.0 show that there is a negative tendency; where the regression analysis results show that the influence of marketing strategy 3.0 negative to the sustainability of company growth, when associated with the concepts in marketing 3.0, where the focus is the value and the vision of the company to mind, the spirit and the hearts of consumers. This effort does not provide more value for consumers to choose products or services offered by this company, however, in line with Warrink's finding (2015) this strategy still needs to be done to maintain long-term sustainability of the company. According to Warrink (2015) this strategy is expected to increase consumer confidence in a sustainable way and it is expected that every corporate collaboration activities are conducted both to the public and consumers.

##### H3 Hypothesis: Digital Marketing to Growth Sustainability

Digital marketing strategy is a strategy that is dependable in the era of information technology and globalization today. The results of this study also show that the digital marketing strategy contributes greatly to reach 68.4% of the company's sustainability growth. In today's digital age, all companies must utilize digital technology so as to be fast and accurate when conducting transactions and can become closer to consumers. Durmas et al. (2016) proves that there is a big advantage for companies which are able to utilize social and digital media in reaching consumers and to provide the right service. Reinforced by the finding of Linda et. al (2013), this can be optimal because the connection is fast and widely affects consumers, allowing them to compete with each other to find the products and prime services as needed. Companies that are able to bring their products to consumers will be appropriately chosen by consumers in large numbers and in droves.

## 6. Conclusions And Suggestions

Based on the above study it can be concluded several things as follows:

1. Shifting implementation of marketing strategy in hospitality industry; occur following the trend of the development of the information systems. Business actors need to update and be more creative in determining marketing strategies that are appropriate to the present and give great benefits to business sustainability.
2. Implementation of horizontal marketing strategy, marketing 3.0 and digital marketing specifically gives a varied impact on the sustainable growth of hospitality industry in Bali. The digital marketing aspect should get priority in this globalization era so as to contribute highly to the existence of the company.

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