PROPOSED STRATEGY IMPROVEMENT FOR NGURAH RAI INTERNATIONAL AIRPORT

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Abstract— The number of visitors to Bali is increasing. Indirectly its affect Ngurah Rai International Airport as one of the entrances to Bali to give a good service for their visitors and influence Balinese people about their fear of losing their culture due to other cultures. The analysis consists of Internal and External Analysis. The internal and external analysis consists of Marketing Mix, Value Chain Analysis, PESTEL and Questionnaire. The analysis shows that visitor feel unsatisfied with some of service that Ngurah Rai International Airport given, lack of transfer knowledge in internal organization, lack of capacity airport, lack of Balinese culture nuance. There are some strategy solutions is given to Ngurah Rai International Airport such as increase capacity in airport, provide sharing system for internal data process, provide good security check service, provide good service, indirectly create airport as a place of environment preservation and implementing Balinese culture.The implementation plan for strategy solution are doing cooperation with other party which have contribution to the airport services, cooperation with tourist attraction about culture and environment preservation, clarifying the prohibition of littering and smoking, cooperation with government about government regulation, perform an eco-airport trend and perform local art at the airport.

Keywords: NgurahRai International Airport, Balinese culture, Eco tourism

1. Introduction

The Indonesian economy is growing every year ranging from the development of energy industry sectors to tourism industry. One of the growing industry sectors in Indonesia is a tourism industry. Business Monitor International forecasted the number of tourist in Indonesia would increase until 2017. Increase number of tourist in Indonesia caused by government support and the cultural diversity of Indonesia. Bali is one of the largest producers of business tourism in Indonesia. Natural and cultural wealth it has always made Bali a favorite place to go. There are many tourists from abroad who comes to Bali, so it looks more modern Bali today. In the heart of Bali's people, they do not want culture in Bali being lost due to the many newcomers from outside Indonesia who want to occupy Bali. Culture is a widespread of habit and transmitted from generation to next generation, traditionally culture present in different versions of oral or examples that accompany with gestures or reminders instrumentality. Culture is an identity, therefore, need to be preserved and developed.

Ngurah Rai International Airport is one of the entrances to Bali. Every year, there is an increasing number of visitors who come to Bali via Ngurah Rai International Airport. With the increasing number of visitors, Ngurah Rai International Airport should be able to provide good service to its customers. Increase the number of visitors at the airport implies increasing number of visits to Bali. To maintain the number of people who visit Bali and give them a good service, Ngurah Rai International Airport should improve their service quality and need to develop Balinese culture. The purpose of this implementation is as a barrier of Balinese culture from foreign culture and become media to introducing Balinese culture to foreigner and to give a good service for visitors.

2. Business Issue Exploration

A. Conceptual Framework

Figure 1. Conceptual framework

B. Method of Data Collection and Analysis
Based on conceptual framework, author will analyze every factor contained in the framework. The problem identification is obtained from company business issue. Internal and external analysis consists of marketing mix, value chain and PESTEL analysis, is obtained from interview. Service quality analysis consists of questioner to visitors Ngurah Rai International Airport about their service. Balinese culture analysis consists of Bali attractiveness, Bali culture, Bali tradition and Bali art. Ecotourism analysis consists of principles of ecotourism and eco airport. After the data has been gathered, the next step is integrating them into SWOT analysis.

C. Analysis of Business Situation
Marketing Mix is consist of 7P that described about Ngurah Rai International Airport. Product dari Ngurah Rai International Airport terdiri dari Core product as a public services and supplementary product such as food & beverage, flight ticket counter, mini market, transportation (taxi), VIP lounge, counter check in, baggage packing, etc. Ngurah Rai International Airport is located in Tuban, Badung, Bali Island, Indonesia the most part, from the determination of cost, determined by government policy such as passenger service charge fees, rent counters, etc. Process of Ngurah Rai International Airport is based on the process of performing departure and arrival. Ngurah Rai International Airport also doing promotions. The promotion is used for Non-Aeronautic services, such as food & beverage rental counters, auctions, etc.. Ngurah Rai International Airport used internet media for their promotion campain.

Currently Ngurah Rai International Airport employs 637 employees ranging from management, administrative staff, and field workers, with different educational backgrounds. The company has recruitment process, training and development program for the employee cooperated with Angkasa Pura. Physical evidence at Ngurah Rai Airport include waiting room (departure), chair and table, toilet, prayer room, scanner check, conveyor belt, trolley, runway (airplane), vehicle parking, baggage area, transit room, boarding gate, sign system, and decoration. The decoration at Ngurah Rai International Airport is lack of Bali nuance. Therefore, should conduct the implementation elements of Balinese cultural in the Airport.

Value chain analysis is used to determine company's competitive advantage. Ngurah Rai International Airport memiliki primary activities and supporting activity such as Inbound Logistics (Supply of production resources, Flight & crew scheduling), Operations (Passenger service, Security check, Ground Handling, Passenger service charge), Outbound Logistics (Baggage claim, Ground

shuttle service, Trolley man), Marketing and Sales (Aero & Non Aero business, Supporting activity), Service (Good facility provided for customer, On time schedule on airline company, Follow up customer's feedback, Lost & found service).

PESTEL consist of Politic, Economic, Social, Technology, Environment, Legal. Political in Indonesia about tourism is tend to be stable which in 2-3 years back many travel warning imposed mainly by nations outside of Asia. High threat of terrorist attack and natural disasters (volcanoes, Earthquakes, Tsunamis and floods) is one example that caused implementation travel warning on Indonesia. According to IMF in this *World Economic Outlook (WEO) Update,* imply economic growth in the United States expect to rise above the trend of the previous year (2013). During 2013, the Euro began to normal economic growth, as long as the planned policy reforms continue implement to overcome the crisis. Recession in Japan expected to be short-lived due to the effects of temporary factors, such as car subsidies, and the disruption of trade with China, would subside. Against this background, projected in WEO update implies that global growth will strengthen gradually until 2013.

Based on the results of the World Economic Outlook Update it can be assume that the purchasing power of any person or tourist will still be high, so that the growth of one's lifestyle to travel will continue to increase. Bali has many natural environments that become main attractiveness of Bali Island. Many commercial companies use this natural environment as their marketing activities. Commercial companies built hotel, mall, bar, restaurant near beach to provide tourist needs.
This enhancement also brings negative impact especially for Balinese Citizen. The increasing number tourism in Bali has a negative impact for Balinese Socio cultural, such as Restricted access to beaches for local populations for leisure or ceremony, Noise pollution from night clubs and bars and unruly tourists, Traffic congestion, Conversion/resumption of valuable productive land to tourist developments and Blended of culture.

Technology, Improvement information system in commercial companies and concern using internet by mostly people give advantages for this commercial companies to offering or give their marketing strategy through internet (web based or social media). This information system that provided by commercial company facilitate for tourism to gain information, reservation hotel, accommodation etc. Environment, Population growth and economic development have led to a variety of environmental issues, such as:
1. Pollution of fresh water resources, oceans, rivers, estuaries and land from:
   - Absence of interconnected sewerage infrastructure
   - Non-sanitary waste disposal
   - Concentration of motor vehicles (noise and gas emissions)
2. Loss of mid and high altitude forests due to legal and illegal tree cutting for craft industries. Loss of lowland mangrove forests due to clearing for development.
3. Loss of coral reefs due to pollution and illegal fishing method.
4. Exhaustion of fresh water resources and resultant salt water intrusion due to excessive extraction by heavy users such as hotels and golf courses.
5. Limited information about maintainability environment.
Legal, The existence of government regulations regarding tourism and the environment, such as Law No. 18 of 2008, about Waste Management, Law No. 32 of 2009, about the Protection and Management of the Environment and Law No. 10 of 2009 about tourism.

Bali is an archipelago of Indonesia, which has an area of 5.637 km2 and a population of 3.985.479 people. (Sources: Pusat Data dan Informasi dan Badan Pusat Statistik, 2012). Bali know as a vacation spot that has many places worth visiting such as the beach, the traditional cultural life, traditional foods and beautiful views, including temples, forests, lake and fields that can provide life experience.

Bali attraction comes from the natural beauty that can be enjoyed by visitors. The attraction can provide its own experience to the visitors. Therefore, tourist as a connoisseur of Bali attraction should keep and preserve the existing environment.

The existence of that culture is dynamic and changing. Balinese culture consists of arts and tradition. Bali Arts include dance, painting, sculpture, etc. Tradition includes religion and habitual. Tri Hita Karana is one of the concepts of Balinese culture that serves as a buffer endurance of Balinese culture. Characteristics that exist in Bali must combine with Balinese culture in accordance with the concept of Tri Hita Karana. Tri Hita Karana comes from "Tri" meaning three, "Hita" which means happiness and "Karana" meaning the cause. Thus, Tri Hita Karana means "Three causes the creation of happiness". Basically the essences of teaching the Tri Hita Karana emphasize human relationships in this life. The three relationships include relationships with others, relationships with the environment, and the relationship to God that related to one another.

Balinese tradition includes religion and habitual in worship. Most Balinese embrace Hindu religion. There are several Hindu traditions, such as Nyepi, Ngaben, Saraswati, etc. Nyepi, we know as the feast of the Hindu New Year in Indonesia. Ngaben or the Cremation Ceremony is the ritual performed to send the dead through the transition to his next life. Every Saniscara, Umanis, WukuWatugunung, they celebrate Saraswati Day, the knowledge day. Bali art has a variety arts ranging from dance and drama, sculpture, painting, etc. As mentioned before about Tri Hita Karana concept there is element about the relationship between human and Natural Environment. This concept would be fit supported by eco tourism trend, eco tourism concern about environment maintainability and has the principles to respect cultures (host and visitor).

Ecotourism is about uniting conservation, communities, and sustainable travel. This means that those who implement and participate in ecotourism activities should follow the following ecotourism principles such as Minimize impact of environmental damage, Build environmental and cultural awareness and respect, Provide positive experiences for both visitors and hosts, Provide direct financial benefits for conservation and Provide financial benefits and empowerment for local people. Eco Airport is activities in Airport that measures the components of the potential impact on the environment to create a maintainability environment at the airport and surrounding areas. Eco Airport as a follow-up to the global warming issue and anticipate environmental problems at the airport. Eco airport aims to examine the potential problems for airport operations in accordance with the principle of parsimony (energy, water, non-renewable natural resources and renewable) the purpose is to create an environmentally friendly in airport operations.

Activities of Eco Airport that has been implement at the Ngurah Rai International airport:

- Recycle waste water for watering the garden, raw water cooling tower, runway and apron cleaning
- Restriction using LPG in terminal area for reducing CO^2

Kotler and Keller (2006: 372) suggest the following service definition: "Service is any act or performance offered by one party to other party, in principle, are intangible and do not lead to transfer of ownership. Production of services can be tied or not tied to a physical product ". In this research, questioner was used to investigate the importance and performance of service quality attributes in Ngurah Rai International Airport according to customer's perception. Questionnaire design used SERVQUAL attributes such as Reliability, Responsiveness, Assurance, Empathy and Tangible. The result from the questioner shows visitor not satisfied with some attribute such as:

- Sufficient capacity for the number of seats in the waiting room (departure)" In the peak season, visitors feel lack of available seats in the waiting room.
- Cleanliness airport area, visitors are not satisfied with the cleanliness of airport area, it is because there are still rubbish at the airport. Availability of waste disposal is already there, but one of reason of cause the lack of cleanliness in the area of the airport is also due to a lack of awareness of visitors in keeping, so there is still scattered rubbish such as paper, cigarette butts, tissues, etc..

It is also influenced by the unavailability smoking area so many visitors who throw cigarette butts in any place.

- Cleanliness toilet, visitors are not satisfied with the cleanliness of the toilet at the airport.
- Completed facility waiting room / departure (Internet connection, TV, etc), visitors are not satisfied with the completeness of the waiting room facilities. From interviews with visitors who are not satisfied with the statement, visitors expect the availability of facilities in the waiting room such as free internet connection.
- Availability of smoking area, visitors expect the availability of smoking rooms. Smoking areas are available at the airport just a VIP lounge inside the terminal that requires a person to pay for anything if you want to smoke or enjoy the facilities in it. Unavailability of the smoking room indirectly impacted the lack of cleanliness of the airport area because a smoker can throw cigarette butts everywhere.
- Availability of food & beverage counter, visitors feel not satisfied with the availability of food & beverage counter.This is because visitors feel in Ngurah Rai International Airport less variety of food & beverage counter and lack of capacity by each counter.
- Availability of shopping area (merchandise of Ngurah Rai International Airport), visitors are not satisfied with availability of a shopping area that sells merchandise of Ngurah Rai International Airport. Ngurah Rai International Airport not provide shopping area that sells merchandise of Ngurah Rai International Airport.
- Availability of airport taxi
  Ngurah Rai International Airport provides taxi for visitors need, but visitors are not satisfied with the airport taxi is available. Dissatisfaction is due to another taxi that have similar colors at the airport and tariffs imposed exceeds the normal price.

The following SWOT analysis captures the key strength and weaknesses within the company, and describes the opportunities and threats facing Ngurah Rai International Airport.

Strengths
1. Good security check facility
2. The airport's proximity to the city centre
3. Good relationships with supplier
4. Various supporting activity to support financal balanced
5. The only one Airport in Bali island

Weaknesses
1. Lack of transfer knowledge by employees
2. Customer not satisfied
3. Lack of Balinese culture nuance
4. Lack of capacity

Opportunities
1. Increasing passenger traffic year on year
2. Geographic location
3. Application of new technology
4. Improvement on customer needs
5. Ecotourism trend

Threats
1. Government involvement for cost taxing
2. National security issues
3. Blend culture
4. Deregulation by government to build new airport (Commercial company)
5. Environment issue

Figure 2. SWOT

3. Business Solution

Discussion of the existing business solution will be analyzed from the TOWS matrix and design concept. From the TOWS matrix above, there are some strategies to strengthen Ngurah Rai International Airport:

✓ Increase capacity in Airport
  Existing terminal at this time is joint terminal between domestic and international terminals. To increase the capacity of the terminal, Ngurah Rai International Airport required separation between domestic and international terminals.

✓ Provide sharing system through internal data process or internet (everyone in the company can access information about company)

Create a system that allows the transfer of knowledge across divisions using the latest technology. For example, a web-based application which makes available database of information from each division that can only be accessed internally by each employee.

✓ Provide good security check facility

Provide good security check tool and CCTV in airport areas in order to keep security around the airport. Pada saat ini security check untuk bandara yang ada di Indonesia hanya X-Ray scanning. Technological development resulted in the security check scanning equipment for the 3D X-Ray. Provide the latest 3D X-ray equipment and CCTV around the airport.

✓ Provide good service

From the results of the questionnaire in the previous section known visitors are not satisfied on some service given the airport. Unsatisfactory results of the questionnaire are as follows for visitors.

• Sufficient capacity for the number of seats in the waiting room (departure), In peak season, visitors feel the lack seat in the waiting room (departure). Therefore, it is better if the airport did the addition of seats to any waiting room or departure.

• Cleanliness airport area, visitors feel not satisfied with the cleanliness of the airport area and this is because there is still trash in the airport area. As mention before, availability of waste disposal is already there. One reason of this problem is lack of awareness of visitors in keeping cleanliness and there no smoking area in the airport area.

  o Clarify information regarding the prohibition on littering and provide government involvement
    Provide sign systems of writing and drawing on the prohibition of littering, provide banners that contains an appeal to keep clean and provide an introduction about knowledge of waste (organic and non-organic) and the environment.

  o Provide a smoking area and information about no smoking in any place and provide government involvement
    Provide smoking room in and out site terminal and provide sign systems of writing and drawing on the prohibition of smoking.

• Cleanliness toilet, visitors are not satisfied with the cleanliness of the toilet at the airport.

  o Clarify information regarding the prohibition on littering
    Provide sign systems of writing and drawing on the prohibition of littering, provide banners that contains an appeal to keep clean and provide an introduction about knowledge of waste (organic and non-organic) and the environment.

  o Regularly checks the cleanliness of toilets
    Regularly checks the cleanliness of toilets per day and conduct performance appraisals for janitor.

• Completed facility waiting room / departure (Wifi, etc)
Visitors expect the availability of facilities in the waiting room such as internet access. Internet facilities are available at this time (in the terminal) only in the VIP lounge, thus requiring visitors who want to use the facility to enter the VIP lounge. These facilities should provide internet access in the airport area especially in the terminal (departure).

• Availability of smoking area, visitors expect the availability of smoking rooms. Smoking areas are available at the airport just a VIP lounge inside the terminal. Unavailability of the smoking room indirectly impacted the lack of cleanliness of the airport area because a smoker can throw cigarette butts everywhere outside the terminal. It is recommended to provide smoking room in and out site terminal and provide sign systems of writing and drawing on the prohibition of smoking.

• Availability of food & beverage counter, visitors feel not satisfied with the availability of food & beverage counter. This is because visitors feel in Ngurah Rai International Airport less variety of food & beverage counter and lack of capacity by each counter.

  o Perform additional food & beverage counter in the terminal
    Cooperation on food & beverage companies in order to increase the variety of types of food & beverage counter in the terminal and also increase in Non Aero servicerevenue.

  o Perform additional seat capacity and counter space for food & beverage counter.

Perform additional space for food & beverage counter. The addition of this space can be done by offering discount prices to the food and beverages, which will increase capacity of the counter.

- Availability of shopping area (merchandise of Ngurah Rai International Airport), visitors are not satisfied with availability of a shopping area that sells merchandise of Ngurah Rai International Airport. Nowadays, Ngurah Rai International Airport does not provide shopping area that sells merchandise of Ngurah Rai International Airport.
  o Designing merchandise for the airport, for example stickers, key chains, etc.
  o Perform additional space to place merchandise airports and conduct sales through the airport web

  ▪ Availability of airport taxi, Ngurah Rai International Airport provides taxi for visitors need, but visitors are not satisfied with the airport taxi is available. Dissatisfaction is due to another taxi that has similar colors at the airport makes visitors confuse and tariffs impose exceeds the normal price.
  Ngurah Rai International Airport had to restrict taxi into the airport area. Besides airport taxi, other taxi should be forbidden to carry passenger in airport area. This is to prevent dissatisfaction visitors to the service provided by the airport.

✓ Indirectly create airport as a place of environment preservation
Ngurah Rai International Airport is one of the entrances to Bali. In this case the airport as a public facility to serve as a forum to encourage and enlighten the visitors who will enter Bali to maintain the environment. Indirectly create airport as a place of environment preservation by implementing Eco tourism trend. From principles of ecotourism there are several princip that can be imply such as minimize impact of environmental damage, build environmental and cultural awarness and respect, etc.

- Minimize impact of environmental damage
  Introduction of eco, which means the environment can be done in various ways, for example by providing an appeal nor solicitation to dispose of waste in place, saving the use of water, etc..Indirectly, the introduction and implementation of this is used to help realize each individual to have the awareness to protect the environment.
  There are some ways to help individu to aware with an enironmental preservation such as:
  ▪ Develop educational curriculum which is based environmental
    Education curriculum development can be done with the support of the government itself, as do the preparation of the book about the cultural values or religious and environmental processing, doing scientific work competitions in environment field, development groups concerned about the environment, environmental exhibits, etc.
  ▪ Develop cooperation and partnership in managing natural resources and the environment
    This development can be done through cooperation, for example, promoting tourist attractions, with the magazine about the environment, such as Trubus, Dive Magazine, etc., Increase private sector participation in the control of pollution and environmental damage (CSR), etc.
  ▪ Develop and preserve various endangered species of plants or animals
    Development and preservation can be done by doing the development in every place that has been known to be a tourist spot, (eg zoo, flower gardens, botanical gardens, museums, etc.), Perform maintenance on existing resources and to promote, for example with create events that can provide an introduction to the existence of the place. In addition, it can indirectly help by providing financial support for maintenance tourist attractions.
  With the support of the introduction and implementation of eco trend that has been mentioned above, is expected to help raise awareness of every individual to protect the environment. Implementing ecotourism trend at Ngurah Rai International Airport is suitable to be applied as one of the tourism airport in Bali which is also a tourist destinations.
  There are several ways can be done to minimize the environmental damage at the airport such as:
  ❖ Clarify information regarding the prohibition on littering, provide garbage bins by typeand give banner about protect the environment. This information is useful for visitors who come

to the airport can be more aware / concerned about restrictions that should be avoided. With the cooperation relationship between visitors and assistance from the airport in maintaining the cleanliness (eg rebuked if any littering) environment around the airport is expected to be kept clean.

❖ Perform an eco-airport trend
   At this time, eco-airport activities that have been done by the airport is recycle waste water for watering and restriction using LPG in the terminal area. Ngurah Rai International Airport should increase environmental endeavors by improving the existing eco-airport trend at the airport.
- Build environmental and cultural awareness and respect
   Creating a condition, at the airport, which can impact the culture and environment in Bali. Some ways to do at the airport that indirectly affect the creation of awareness and respect of environmental and culture are:
   ❖ Conduct a cooperative relationship with the tourist places in Bali that has a relationship with the environment maintainability
      Increase marketing activity of the Non Aero service by leasing space (stand) for tourist attractions in Bali that relate to environmental sustainability. This activity can be done by offering discounts for rental counter with tourist attractions, which is expected to increase visitor awareness of the environment, collaboration with the department of tourism and culture with tourist attractions by making booklet, which can be available at the airport, etc.
   ❖ Conduct an introduction about Balinese culture at the airport
   ❖ Conduct cooperative relationship with tourism places in Bali that has a relationship with the culture of Bali
   ❖ Displays the board information regarding cultural events schedule in Bali
   Conduct an introduction about Balinese Culture at the airport, cooperative relationship with tourism places in Bali that has a relationship with the culture of Bali, and board displays information about cultural events schedule will be discussed in Implementing Balinese culture at Ngurah Rai International Airport point.
- Provide positive experiences for both visitor and hosts
   Ngurah Rai International Airport as host should provide a good service in order to deliver a positive experience for visitors as well. By providing the best service to visitors, the airport can also feel an amazing experience with serving.
- Provide direct financial benefits for conservation
   Ways to do to provide financial benefits for conservation in Bali indirectly can be done as a cooperative relationship with the tourist places in Bali that has a relationship with the environment maintainability as described above. With the present stand at the airport are expected to create mutually exclusive, for each party and can indirectly attract visitors to visit tourist attractions and provide income to the tourist spot.
✓ Implementing Balinese culture at Ngurah Rai International Airport
o Conduct an introduction about Balinese culture at the airport, for example by showing the types of cultures that exist in Bali
   Introducing Balinese culture can be done by:
   ▪ Implement the concept of Balinese culture in the airport can be done in several ways such as featuring interior design, perform ethnic installation that has elements of Balinese culture, organized an exhibition / museum, about Bali culture variant as a media to entertain visitors (ie not bored while waiting for the plane) and increase visitor knowledge about the diverse Balinese culture. The concept of semi-museum is one concept that can be applied at the airport, for example, displaying paintings, featuring barong, featuring traditional dress, featuring musical instruments, sculpture, etc. In addition, the atmosphere at the airport must provide a suitable nuance with typical Balinese, for example by a suitable logo design (shades of Bali), lighting, color, music, etc.

- ▪ Displays habits or traditions of the Balinese in accordance with the usual tradition, for example, featured a pelangkiran, featuring prayer time (Puja Trisanya) through the speaker at the airport, etc.
- ▪ Perform local arts such as welcome dance and music performances directly at certain times at the airport.

  Key benefits obtained are visitor can feel the nuances of Bali that is within the airport.
- o Conduct cooperative relationship with tourism places in Bali that has a relationship with the culture of Bali
- ▪ Increase marketing activity of the Non Aero service by leasing space (stand) for tourist attractions in Bali that relate with culture (Bali cuisine, traditional dance, temples, etc). Increase marketing activity of the Non Aero service by leasing space (stand) for tourist attractions in Bali that relate to environmental sustainability. This activity can be done by offering discounts for rental counter with tourist attractions, which is expected to increase visitor awareness of the culture.
- ▪ Collaborate with the department of tourism and culture with tourist attractions to create booklets that are available at the airport, show schedule information board about cultural events in Bali, etc.. Many cultural events in Bali such asBali Arts Festival, reading*sastra*, dance performance, etc. List of cultural events and their schedule can be provided in the form of the information board at airport.

  Key benefits of this cooperation is an advantage for both parties, the airport and the parties concerned (example, food & beverage brand, tourism attraction, etc.).

The other way which can be done besides those things, from the airport management can assign certain days for wearing the typical of Balinese clothes for uniforms to be used for airport employees (front office). Design concept consists of Sign system and Interior Design.

4**. Conclusion and Implementation Plan**

D. Conclusion

No	Action Plan	Implementation Activity
1	Increase capacity in Airport	Separation between domestic and international terminals
2	Provide sharing system for internal data process (every one can access information about company)	Build internal network could use a LAN network or the internet that can be used to access a data base of each division.
3	Provide good security check facility	Provide the latest 3D X-ray equipment and CCTV around the airport.

4	Provide good service	o Sufficient capacity for the number of seats in the waiting room (departure), provide additional seats
		o Cleanliness airport area, Conduct a partnership with public sector (government) about the rules related to cleanliness; putting a sign system design results around the airport
		o Cleanliness toilet, regularly checks the cleanliness of toilets
		o Completed facility waiting room / departure (Wifi, etc), provide an internet access service
		o Availability of smoking area: provide a smoking room area
		o Availability of food & beverage counter: build a cafeteria and food beverage counter
		o Availability of shopping area (merchandise of Ngurah Rai International Airport): design a merchandise of Ngurah Rai
		o Availability of airport taxi: Ngurah Rai has an airport taxi with its logo to carry the passenger inside airport
5	Indirectly create airport as a place of environment preservation	Implementation of eco tourism trend
6	Implementing Balinese culture at Ngurah Rai International Airport	Provide interior design and do cooperative relationship with tourism places

E. Implementation Plan

✓ Increase capacity in Airport

Separation between domestic and international terminal are going to do at this time. With this separation visitors capacity can be met at each terminal. Separation of the terminal is currently under construction.

✓ Provide sharing system for internal data process (every one can access information about company)
Build internal networkcould use a LAN network or the internet that can be used to access a data base of each division.

✓ Provide good security check facility
Security check tool and CCTV supply can be done by negotiating with supplier that provides the safety equipment tool for the Airport. 3D X-Ray tool is placed in every terminal to check the baggage carried by visitor. CCTV placement is at the terminal entrance door, VIP lounge area, waiting room, etc.

✓ Provide good service

• Sufficient capacity for the number of seats in the waiting room (departure)"
Adding seats for waiting room or terminal departure.The additional seats when peak season occurred can be done with doing an analysis about passenger traffic on the peak season itself (based on historical data). For waiting room facility, additional seats can be done by contacting the supplier to negotiate the total seats needed.

• Cleanliness airport area
  o Clarify information regarding the prohibition on littering and provide government involvement
    Conduct a partnership with public sector (government) about the rules related to cleanliness. Besides that, the sign system results can be put on easy place to seen by visitor, for example like on the edge of terminal door entrance, arrival corridor, toilet, cafetaria, etc.
  o Provide a smoking area and information about no smoking in any place and provide government involvement
    Conduct a partnership with public sector (government) about the rules related to no smoking policy. Besides that, the sign system results can be put on easy place to seen by visitor, for example like on the edge of terminal door entrance, arrival corridor, toilet, cafeteria, etc.

• Cleanliness toilet
  Visitors are not satisfied with the cleanliness of the toilet at the airport.
  o Clarify information regarding the prohibition on littering (at toilet)
    Placing a sign system design on the easy place to seen by visitor, for example in front of toilet door, washbasin, etc.
  o Regularly checks the cleanliness of toilets
    Checking the cleanliness of the toilet should be done regularly in one day, for example, checking the cleanliness of the toilet by janitor 2 to 3 times per day using a "list of activity" for each toilet is checked. List of this activity contains over whether the officer responsible has done its job in cleaning toilets and attributes such as floors, walls, sinks, etc..

• Completed facility waiting room / departure (Internet access, etc)
  Airport should provide internet access in the area around the airport especially in the terminal or waiting room. Provision of internet access this can be done through cooperation with parties that can provide Internet access services such as Speedy, Melsa Hot Spot, etc.

• Availability of smoking area
  o Provide smoking area in and outside terminal
    To prevent visitors smoking carelessly as described previously, Ngurah Rai International Airport should provide smoking areas inside and outside the terminal to facilitate the visitors who smoke. This is done to avoid the inconvenience of a visitor who does not smoke and maintained the cleanliness at the airport (no visitors who throw cigarette butts carelessly)
  o Provide information about no smoking in any place and provide government involvement
    Cooperation with government regulations regarding the prohibition on smoking in any place. In addition, the results of sign system design can be installed in places that are easily viewed by visitors, such as near the entrance to the terminal, at the arrival hall, in the food and beverage outlets and kiosks, etc. and attach the enactment of government regulations as a penalty notice if there is a visitor who does not smoke in smoking area.

- Availability of food & beverage counter
  o Perform additional food & beverage counter in the terminal
    To improve customer satisfaction and increase revenue from non-aero service, management Ngurah Rai International Airport in cooperation with food & beverage companies in order to increase the variety of types of food & beverage counter in the terminal and also increase in Non Aero revenue service (negotiate with third parties for the opening of food & beverages counter in the airport area).
  o Perform additional seat capacity and counter space for any food & beverage
    In addition to adding variant food and beverages which is provided in the area of the airport, Ngurah Rai management also need to increase the capacity of seats for each counter. This Increased capacity as one form of increased service which is provided by the airport in providing comfort to every visitor. This activity can be done by offering discounts for rental counter with food & beverage who want to add more space or can also making special room (food court).
- Availability of shopping area (merchandise of Ngurah Rai International Airport)
  o Designing merchandise for the airport, for example stickers, mug, etc.
  o Perform additional space to place merchandise airports and conduct sales through the airport web
    Open the counter for sale merchandise at area airports and offer on the website to facilitate consumer who want to make online purchases.
- Availability of airport taxi, visitors are not satisfied with the availability of the existing airport taxi. Ngurah Rai International Airport should do:
  o Provide entry restrictions and regulations on transporting passengers at airports
    Reinforce the prohibition on carrying passengers in the airport area for taxi (other airport taxi).
  o Provide a clearer taxi logo
    Perform attachment Ngurah Rai International Airport's logo on all airport taxi to facilitate the consumers and airport officers in distinguishing types of taxi.
✓ Indirectly create airport as a place of environment preservation
  Ngurah Rai International Airport should implementing Eco tourism trend.
  - Minimize impact of environmental damage
    ❖ Clarify information regarding the prohibition on littering, provide garbage bins by type and give a banner about protect the environment.
      The sign system results can be put on easy place to seen by visitor, for example like on the edge of terminal door entrance, arrival corridor, toilet, cafetaria, etc.
    ❖ Perform an eco-airport trend
      Airports must increase efforts to protect the environment by improving the eco-airport trend at the airport by doing activities such as:
      ▪ Planting a tree in the parking area
      ▪ Perform operational restrictions on the number of vehicles by age GSE (life time vehicles)
        Restrictions on the number of operational vehicle by the vehicle life time can be done by periodically checking the operational vehicle.
      ▪ Conducting electricity savings
        This power savings can be done by the use of solar energy for garden lights, billboards, in public hall lighting, street lighting, etc.
      ▪ Reduce paper usage for operational
      ▪ Processing of waste
        Separation of waste (organic and non-organic) are then used to crop fertilizer (organic waste).
      ▪ Reduce the potential for noise
        Potential noise reduction can be done by using a sound dampening technology in aircraft and maintaining Blast Fence
  - Build environmental and cultural awareness and respect

❖ Conduct a cooperative relationship with the tourist places in Bali that has a relationship with the environment maintainability
❖ Conduct an introduction about Balinese culture at the airport
❖ Conduct cooperative relationship with tourism places in Bali that has a relationship with the culture of Bali
❖ Displays the board information regarding cultural events schedule in Bali

✓ Implementing Balinese culture at Ngurah Rai International Airport
  o Conduct an introduction about Balinese culture at the airport, for example by showing the types of cultures that exist in Bali
    ▪ Provide the concept of Balinese culture in the airport environment can be done in several ways such as featuring interior design that has elements of Balinese culture. Perform with the cooperative relationship which relates to the provision of raw materials, equipment, etc. to support interior design.
    ▪ Displays habits or traditions of the Balinese in accordance with the usual tradition, for example, featured a pelangkiran, featuring prayer time (Puja Trisanya) through the speaker at the airport, etc.
      Pelangkiran place is definitely there in every place on the island of Bali, usually arranged according with the provisions of the existing tradition.
    ▪ Perform local arts such as welcome dance and music performances directly at certain times at the airport.
      Showing local arts such as dance and music performances can be done through cooperation with the parties concerned, for example, in collaboration with the MPU (Mitra Praja Utama). Specified times for dance and music performances are determined based on historical data on the number of passengers in the peak data terminal. Performances of dance and music it can be performed 2 to 3 times in 1 month in airport area.
  o Conduct cooperative relationship with tourism places in Bali that has a relationship with the culture of Bali
    ▪ Increase marketing activity of the Non Aero service by leasing space (stand) for tourist attractions in Bali that relate with culture (Bali cuisine, traditional dance, temples, etc). Increase marketing activity of the Non Aero service by leasing space (stand) for tourist attractions in Bali that relate to environmental sustainability. This activity can be done by doing promotion at web and offering discounts for rental counter with tourist attractions, which is expected to increase visitor awareness of the culture.
    ▪ Collaborate with the department of tourism and culture with tourist attractions
      • Create booklets
        Creation booklets is done by collecting the relevant contents with the contents of the booklet will be made. Content of this collection comes from the party that will join to promote their tourist attractions. After booklet finished, performed notice information to the airport to put the booklet at the airport.
      • Schedule information board about cultural events in Bali
        Information board about a list of culture events is placed inside the airport. Search these events can be determined by doing cooperation with the parties concerned, for example, conduct cooperation with the MPU to know what events are there in 1 year.
  o Use of Balinese clothes as uniforms for airport officers (front office)
    Airport management can assign certain days for wearing the typical of Balinese clothes for uniforms to be used for airport employees (front office).Use of this Balinese clothes can performed for example 1 week 1 day, such as Friday.

With the solutions that have been given is expected to help the Ngurah Rai International Airport in providing a better service to satisfy customers, can help preserve the culture and environment in Bali, and can provide a positive experience for Balinese people and its visitors.

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