The Effectiveness of Travel Agent Contracts in Increasing The Number of Booking at The Café - International Buffet Restaurant

Ni Made Mahayuni [1*], Ni Nyoman Triyuni [2], I Ketut Astawa [3], I Ketut Suja[4], I Putu Budiarta[5]

[1,2,3,4,5]Politeknik Negeri Bali, Indonesia

email: [1]mahayuni.nm@gmail.com, [2]triyuni@pnb.ac.id, [3]ketutastawa@pnb.ac.id, [4]suja@pnb.ac.id , [5]putubudiarta@pnb.ac.id

ABSTRACT

Purpose: Travel and leisure demand reach a considerable number through tourism development. In accommodating travel and leisure needs, the solution was found by using a third party to arrange the itinerary. This is how travel agent existence could be used as a marketing strategy. This trick also done by The Café - International Buffet Restaurant. This research was conducted to analyze the implementation of travel agent contracts in increasing the number of bookings and identify the most effective travel agent contracts in advancing the number of bookings.

Research methods: Regarding finding the result, this research used the quantitative technique by applying the effectiveness formula and categorizing the result with the effectiveness level. The result is performed using tables, numbers, percentages, and charts processed by Microsoft Excel. In describing the explanatory, it uses descriptive analysis, which uses quantitative techniques to interpret the meaning of the result. The results will be solved as information on the problem formulation, conclusion, and suggestion.

Results and discussion: The implementation of travel agent contract Chinese market and travel agent contracts in the non-Chinese market are the objects of this research.

Implication: Based on the analysis, the travel agent contract in the non-Chinese market is more effective in increasing the number of restaurant bookings regarding its contribution exceeding the target that must be achieved.

Keywords: Effectiveness, Travel Agent Contract, Restaurant Booking

INTRODUCTION

The development of science and technology has increased to the relevant globalization era. One of the industries involved is the Tourism Industry. In the massive travel and leisure demand, the departure process and itinerary during leisure are done mainly by third parties (Sulistiawati, 2013). The travel agent's role in the tourism industry brings massive benefits. A travel agent has become part of B2B (business to business) commerce as a strategy in travel and leisure activity (Lahilote, 2015). According to the Indonesian E-Commerce Association (IdEA) and Market Research Indonesia (MARS), in 2016, their study discussed

e-commerce, especially online travel agents, and found that 71,4% of Indonesians use online travel agents to arrange their travel trips (Rosyidi, 2019). The company can be said to be a travel agent should the company's main activities be planning and organizing travel trips or tour packages on their initiative and responsibility to take advantage of organizing the trip (Setyawan, 2019). Of this performance, travel agent cooperation is used as a marketing strategy in many hospitality industries, including The Café - International Buffet Restaurant. This Restaurant cooperated and created a contract with 108 travel agents in Bali consisting of Chinese and Non-Chinese markets. This market was chosen following, including cooperation in The Café - International Buffet Restaurant's market. Market points delivered that this segmentation aims to evaluate each market to determine which market has the most potential to be targeted (Xia, 2011). Along with the implementation of travel agent contracts, the Chinese Market is dominated and become the capital market of The Café - International Buffet Restaurant. The chosen capital market is considered for many reasons regarding the citizen that has traveled to Bali. According to the Bali Government Tourism Office (2019) 2019, over 18% of tourists come to Bali. This number affects the management to create market targets as Chinese and Non-Chinese. Chinese target tourists mainly arrange their travel by using a travel agent to make all processes more accessible. Otherwise, the non-Chinese market, including domestic, is dominated by Korean, Russian, and Japanese tourists who have travel trips. Table 1 shows the distribution channel for restaurant booking from 2017-2020.

Table 1. Restaurant Booking Contribution by 2017 – 2020

Distribution Channel				
Year	Target	Achievement	Travel Agent	Others
2017	70.721	90.902	23.819	67.083
2018	75.525	104.703	43.771	60.932
2019	80.639	105.213	41.998	63.215
2020	83.121	33.362	8.013	25.349

[Source: Food and Beverage Department, 2021]

A contract or agreement is a legal act that creates, changes, removes rights, or creates a legal relationship (Ullah, 2020). A contract can also be defined as an agreement, a legal act that creates, changes, removes rights, or creates a legal relationship; in this way, the contract or agreement gives rise to legal consequences, which are the parties' objectives (Jureta, 2021). By using this definition, a travel agent must make a number. Table 1 shows that 201 of the seven travel agents contributed 23.819 guests, increased to 43.771 in 2018, but decreased in 2019 to 41.998. Unpredictably, in 2020, the number of restaurant bookings decreased the most because of the Covid-19 pandemic. Because of this phenomenon, the capability of the markets to occupy guests is collapsing. Thus, the implementation of travel agents is questionable in the Chinese or non-Chinese market. Furthermore, this pandemic should affect the contribution of Travel Agent Chinese Market due to coronavirus derivation. Overall, travel agent contribution fluctuated differently every year but can also affect the major in increasing restaurant booking even though not all contributed effectively. As shown in Table 1, travel agents potentially increase the number of restaurant

bookings before the pandemic and survive the pandemic issue. According to this problem, King's study titled "The Effectiveness of Travel Agent Contract in Increasing the Number of gainsBookings at The Café - International Buffet Restaurant."

A restaurant, in general, can be defined as any public place general restaurant that sells food can be called a restaurant (Jayaraman, 2019). A similar perspective is that the restaurant is a food and beverage service that profits from selling food and beverages to the community (Thakur, 2021). Effectiveness can be interpreted as the relationship between the output or result based on the target given and the objectives; it can be said that the objective is to measure the length level of output, policies, and procedures from the management (Pekei, 2018). The more significant the contribution of the resulting output to the achievement of specified goals or objectives, the more influential the work process of the organizational unit will be (Spohn, 2018).

There was previous research that was similar to this study. The first research study about the coordination contract for hotels and Online Travel agents (OTAs) was conducted to determine the effective and efficient travel agent contract in increasing hotel revenue regarding a win-win solution (Guo, 2020). The second research is the study conducted to observe the social media marketing effort influence the travel agent on the travel agent intention to purchase travel buying (Gokdemir et al., 2020). Third, the research studied the critical power of OTAs and found that it has attracted massive attention to its contribution to the travel agency industry in Turkey (Caliskan, 2013). The fourth research discussed the travel agent channel distribution affecting revenue at The Anvaya Beach Resort Bali (Pitanatri, 2020). The fifth research, which conducted a study regarding the effectiveness of e-commerce in increasing room occupancy at InterContinental Bali Resort (Widyastuti, 2020), found that travel agents are part of B2B marketing that could exceed the target and are categorized effectively in increasing the room occupancy. Similarly, by comparing this research with the research mentioned above, the object approached is Travel Agen, which is part of B2B (business to business), and the analysis technique used is descriptive. Meanwhile, the difference between both research is the location, period of research, and the scope of the research. Previous research analyzes the room occupancy; meanwhile, this study analyzes the restaurant booking. Restaurant booking is interpreted as the number of seats sold compared to the total number of seats capable of being sold (Dewi, 2018). A similar point regarding seat occupancy can be formulated by following formula (Adji, 2013):

$$Seat\ Occupancy\ = \frac{Number\ of\ Seating\ Sold}{Number\ of\ Seating\ Capacity}\ x\ 100\%$$

RESEARCH METHODS

This study was conducted at The Café - International Buffet Restaurant The Mulia, Mulia Resort and Mulia Villas, located at Jalan Raya Nusa Dua Selatan Kawasan Sawangan Nusa Dua, 80363, Bali, Indonesia. This company is under Mulia Group, is known as PT, and is facilitated by 525 rooms, ten restaurants and lounges, 3 bars, and other facilities. Research object defined as the object of research is a scientific objective to obtain data with specific purposes and uses about an objective, valid, and reliable thing about something (Satibi,

2012). This study aims to the 3 (three) variables: the Travel Agent Chinese Market, the Travel Agent Non-Chinese Market, and the number of restaurant bookings. Qualitative data or non-numeric data in this study is the interviewed result; qualitative data or numeric data is the calculation of total guests, the target of travel agents, and the number of restaurant bookings. Primary data, known as bookings original data, is the total contribution of travel agents due to their contract. Meanwhile, this study's processed or secondary data is processed data of the interview result. Data needs are collected through documentation, informal interviews, and direct observation to obtain data at the research location.

Following the intention of this study, there are 2 (two) data analysis techniques used. Those are qualitative techniques and descriptive analysis techniques the quantitative. The quantitative analysis technique can be interpreted as data analysis by describing or identifying data collected originally without the intention to make general conclusions (Sugiyono, 2018). The quantitative technique used in this research is to answer problem identification point 1 (one) regarding the calculation of the percentage of the affectivity of each variable by using the effectiveness formula (Mahmudi, 2016).

$$Effectiveness = \frac{Total\ of\ actual\ output}{Target\ given} \times 100\%$$

The formula shows that effectiveness can be found by comparing the actual output contribution of the travel agent with the target given. In this case, the level of effectiveness of The Café - International Buffet Restaurant in cooperation with travel agencies can be assessed by using assessment criteria based on Kepmendagri No. 13 year 2006, concerning guidelines to evaluate the performance and effectiveness of a company performed by Table 2 as follows:

Table 2. Assessment Criteria Performance and Effectiveness

Percentage of Effectiveness	Criteria
E ≥ 100%	Very Effective
90% ≤ E < 100%	Effective
80% ≤ E < 90%	Quite Effective
60% ≤ E < 80%	Less Effective
E < 60%	Ineffective

[Source: Kepmendagri No. 13 year 2006]

Should the calculation be found, the tabulation was interpreted using descriptive analysis. The descriptive technique used in this research is using a quantitative approach. The quantitative approach represented research based on the positivist philosophy to study the population or specific sample using instruments and data analysis in statistical (Sugiyono, 2018). The interpretation is done in 3 (three) steps: data reduction, data display, and conclusion drawing verification.

RESULTS AND DISCUSSIONS

In every business field, marketing is a must. Both online and offline, every company has its style and preferred method of floating up its brand to spread information about its products, goods, and services, tempting customers with the extraordinary packages offered to increase the company's profit. Throughout the

contract of the travel agencies incorporated, the dealings should apply terms and conditions. This cooperation must achieve the target given. These contracts' effectiveness is identified by calculating their contribution to the company. The following calculation shows the analysis of the travel agent contract and identification of the most effective travel agent contract at The Café - International Buffet Restaurant in 2018-2020.

The Effectiveness of Travel Agent Contract Contribution at The Café - International Buffet Restaurant

This research analyzed the Travel Agent Contract's effectiveness in increasing the number of restaurant bookings. The following tables performed the calculation and tabulation, categorizing its effectiveness in 2018-2020.

Table 3. Travel Agent Contribution in year 2018-2020

Month	2018				2019				2020			
	R/S	Target	%	Grade	R/S	Target	%	Grade	R/S	Target	%	Grade
Jan	3,646	3,678	99.13	E	3,017	3,010	100.23	VE	2,536	2,550	99.45	E
Feb	3,548	3,528	100.57	VE	3,475	3,390	102.51	VE	2,030	2,075	97.83	E
Mar	3,992	4,002	99.75	E	3,190	3,205	99.53	E	790	800	98.75	E
Apr	3,208	3,185	100.72	VE	3,487	3,378	103.23	VE	15	250	6.00	IE
May	3,187	3,178	100.28	VE	3,149	3,250	96.89	E	11	200	5.50	IE
Jun	3,016	3,011	100.17	VE	4,498	4,300	104.60	VE	2	200	1.00	IE
Jul	3,089	3,007	102.73	VE	3,986	4,050	98.42	E	2	100	2.00	IE
Aug	3,075	3,050	100.82	VE	2,888	3,290	87.78	QE	2	100	2.00	IE
Sep	4,268	4,175	102.23	VE	3,776	3,375	111.88	VE	2	100	2.00	IE
Oct	4,501	4,425	101.72	VE	4,009	3,790	105.78	VE	2	100	2.00	IE
Nov	4,112	4,121	99.78	E	3,113	3,285	94.76	E	2	100	2.00	IE
Dec	4,129	3,950	104.53	VE	3,410	3,645	93.55	E	119	100	119.00	VE
Total	43,771	43,310			41,998	41,968			5,513	6,675		
Aver.	3,647.58	3,609.17	101.04	VE	3,499.83	3,497.33	99.93	E	459.42	531.25	36.46	IE

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021]

Table 3 shows the contribution of travel agents in the year 2018-2020 period. The number of contributions seems to fluctuate every month. The target settled up according to the contract of the travel agent. In 2018, travel agents contributed 43,771 guests, exceeding the target of around 1.04 percent. In 2018, the travel agent brought guests effectively and categorized "Very Effective" at the end of the year with an effectiveness percentage of 101.04 percent. Travel agent contribution in 2019 decreased to 41,998 compared to the previous year. Based on Table 3, the highest effectiveness happened in September 2019, which scored 111.88 percent. In conclusion, in 2019, the travel agent brought guests effectively and categorized "Effective" at the end of the year with an effectiveness percentage of 99.93 percent. At the beginning of 2020, travel agents still had a chance to contribute 2,536 guests. In 2020, travel agents only brought 5,513 guests and did not achieve the target. Many travel agents were canceling the forecast for the year 2020. No travel agent brings minimum guest contribution, most of whom are close to the contract. Travel agent contributions in the last two years can be categorized as effective, but unfortunately, in 2020, travel agent

contributions were categorized as "Ineffective" and scored 36.46 percent effectiveness.
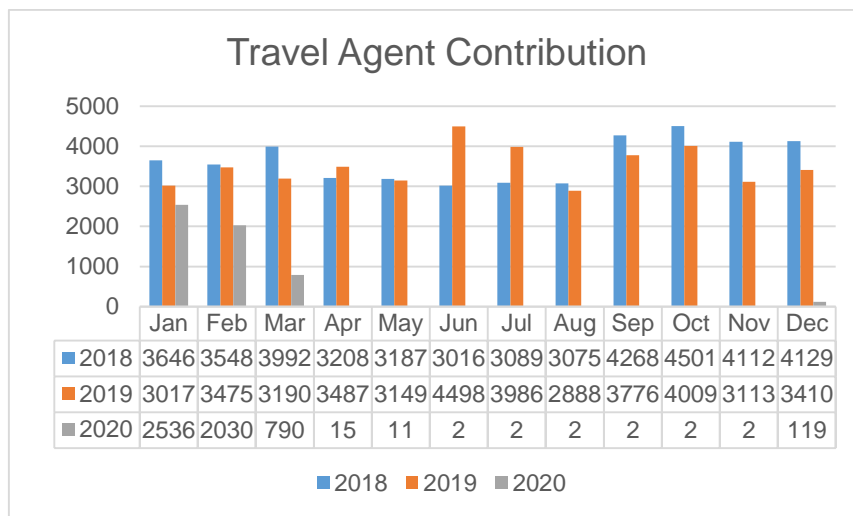

Figure 1. Travel Agent Contribution
[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

By the research period, during 2018-2020, travel agent contribution to The Café - International Buffet Restaurant fluctuated monthly or yearly. This fluctuation affects the contract signed by both parties. Four thousand five hundred-one guests achieved the highest contribution in October 2018. The worst decrement happened in 2020 when none of the markets could achieve at least 50 percent of the desired target. This shows that the effectiveness of each contract can be categorized ineffectively in the last 12 months. The compilation of travel agent contributions from 2018 until 2020 has created the most extensive comparison—travel agent contribution in 2020 under the average of its contribution in the previous years. The statistic shows that the fluctuation is drastically between 2018 and 2020.

This analysis makes travel agent contracts in Chinese and non-Chinese markets questionable. In the following period, their capability must improve and develop the number. The critical power of travel agents increases depending on the travel and leisure demand. Years before this pandemic spread drastically, travel agents could contribute even exceeding the desired target. This contract is made exclusively based on the travel agent's capability to contribute to guests. In maintaining the amount of restaurant booking contribution, hotels must look for another strategy to stabilize the differences shown in Figure 1, which are very significant fluctuations. Should the strategy not rehabilitate the restaurant booking contributions, there will be another threat in the next period; for the next period, the travel agent contract must be created more effectively and attractively following the growth of travel and leisure.

1. Travel Agent Chinese Market Contribution in year 2018-2020

Table 4. Travel Agent Chinese Market Contribution in the year 2018-2020

Month	2018				2019				2020			
	R/S	Target	%	Grade	R/S	Target	%	Grade	R/S	Target	%	Grade
Jan	1,879	1,915	98.12	E	1,574	1,580	99.62	E	1,513	1,550	97.61	E
Feb	2,489	2,479	100.40	VE	2,007	1,890	106.19	VE	1,011	1,310	77.18	LE
Mar	2,186	2,221	98.42	E	1,522	1,375	110.69	VE	0	0	0	IE
Apr	2,344	2,298	102.00	VE	1,723	1,790	96.26	E	0	0	0	IE
May	1,797	1,880	95.59	E	1,801	1,855	97.09	E	0	0	0	IE
Jun	2,213	2,105	105.13	VE	1,911	2,010	95.07	E	0	0	0	IE
Jul	2,273	2,115	107.47	VE	2,109	2,195	96.08	E	0	0	0	IE
Aug	2,501	2,460	101.67	VE	1,465	1,675	87.46	QE	0	0	0	IE
Sep	1,588	1,685	94.24	E	1,897	1,630	116.38	VE	0	0	0	IE
Oct	1,319	1,470	89.73	QE	2,041	1,895	107.70	VE	0	0	0	IE
Nov	1,211	1,375	88.07	QE	1,423	1,630	87.30	QE	0	0	0	IE
Dec	1,129	1,215	92.92	E	1,759	1,840	95.60	E	0	0	0	IE
Total	22,929	23,218			21,232	21,365			2,524	2,860	14.57	IE
Aver.	1,910.75	1,934.83	97.81	E	1,769.33	1,780.42	99.62	E	210.33	238.33		

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 4, in 2018, travel agents with Chinese market contributions fluctuated every month for a year. The performance of the travel agent in the Chinese market is effective since it brought 22,929 guests even though it cannot afford the target given that there are 23,218 guests. Even though the performance in 2018 mostly approached the target given. Unfortunately, the travel agent's Chinese market performance scored 97.81 percent and was categorized as "Effective." Travel agents in the Chinese market 2019 targeted 21,365 guests and achieved 21,232 guests. It means the 2019 travel agent Chinese market cannot achieve the target of -0.62 percent. Whereas the achievement of travel agents scored 99.62 percent and categorized "Effective," the travel agent Chinese market needs to improve its contribution. Compared with the previous year, the contribution of travel agents in the Chinese market decreased by around 1,697 guests, or 7.40 percent.

Throughout 2020, business declined because of this century's biggest pandemic. From the target of 2,860, the travel agent Chinese market could achieve 2,524 guests, which could not exceed the target of -11.75 percent. This decrement was the worst. Compared with the previous year, travel agent contribution decreased by 82.94 percent. Depending on this COVID-19 pandemic, according to the Food and Beverage Sales Manager, Chinese guests starting in the middle of February are declined from The Mulia, Mulia Resort, and Mulia Villas Nusa Dua. Compared with the previous year, travel agent contribution decreased by 82.94 percent. The reservation and forecast are changed regarding this decision. In Table 4 above, no Chinese guests are allowed to this company from February forward. Regarding this regulation, the travel agent contract for the Chinese guest was categorized as "Ineffective" in 2020 and scored 14.57 percent.
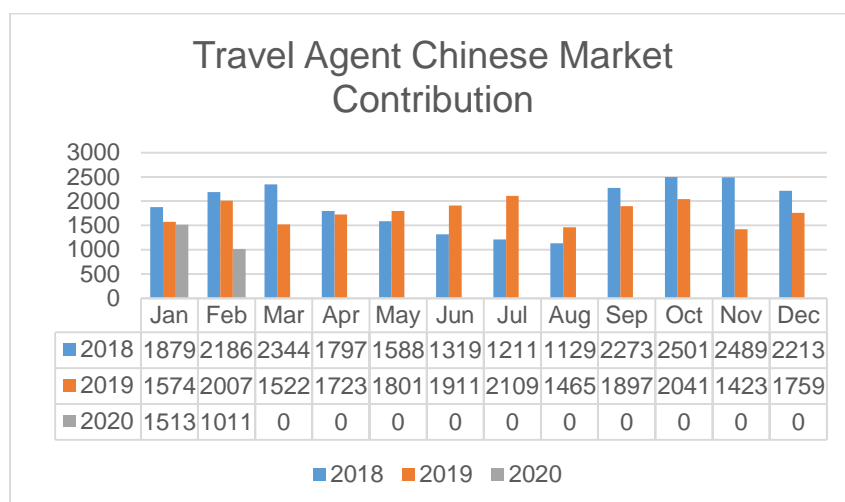
Figure 2. Travel Agent Chinese Market Contribution
[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

. Based on Figure 2, the travel agent in the Chinese market contributes to guests fluctuating monthly and yearly. In the first 24 months, travel agents contribute effectively to achieving the target settled. The highest contribution happened in October 2018, contributing 2,501 guests in a month. This number means the effectiveness of travel agents, especially in the Chinese market, exceeded the average in that year, which was 1,934 (Table 4). This achievement determines the revenue and future booking requirement

2. Travel Agent Non-Chinese Market Contribution in the year 2018-2020

Table 5. Travel Agent Chinese Market Contribution in the Year 2018-2020

Month	2018				2019				2020			
	R/S	Target	%	Grade	R/S	Target	%	Grade	R/S	Target	%	Grade
Jan	1,767	1,763	100.23	VE	1,443	1,430	100.91	VE	1,023	1,000	102.30	VE
Feb	1,623	1,642	98.84	E	1,468	1,500	97.87	E	919	900	102.11	VE
Mar	1,362	1,307	104.21	VE	1,668	1,830	91.15	E	790	800	98.75	E
Apr	1,648	1,704	96.71	E	1,764	1,588	111.08	VE	15	250	6.00	IE
May	1,411	1,305	108.12	VE	1,348	1,395	96.63	E	11	200	5.50	IE
Jun	1,916	1,845	103.85	VE	2,587	2,290	112.97	VE	2	200	1.00	IE
Jul	1,995	2,060	96.84	E	1,877	1,855	101.19	VE	2	100	2.00	IE
Aug	2,000	1,965	101.78	VE	1,423	1,615	88.11	QE	2	100	2.00	IE
Sep	1,599	1,493	107.10	VE	1,879	1,745	107.68	VE	2	100	2.00	IE
Oct	1,697	1,541	110.12	VE	1,968	1,895	103.85	VE	2	100	2.00	IE
Nov	1,878	1,632	115.07	VE	1,690	1,655	102.11	VE	2	100	2.00	IE
Dec	1,946	1,835	106.05	VE	1,651	1,805	91.47	E	119	100	119.00	VE
Total	20,842	20,092			20,766	20.603			2,889	3,950		
Aver.	1,736.83	1,674.33	104.08	VE	1,730.50	1,716.92	100.42	VE	240.75	329.17	37.06	IE

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021]

Travel agents in the non-Chinese market mostly come from Korea, Japan, Russia, and domestically. The Performance of travel agents in the non-Chinese market in 2018 fluctuated monthly. The total contribution was 20,842 guests and exceeded the target settled, which was 20,092 or 3.73 percent higher than the target given. This number brings travel agent non-Chinese contribution scored 104.08 percent and categorized "Very Effective." Travel agents in the non-Chinese market 2019 contributed 20,766 from the target of 20,603. This means that implementing non-Chinese travel agents achieved the desired target of 0.79 percent. During 12 months in 2019, travel agents' non-Chinese contribution can be said to be "Very Effective" and scored 100,42 percent.

In three years, 2020 was the most decrement. Compared with previous years, which produced more than 20,000 guests annually, 2020 only brought 2,889 guests. Travel agent non-Chinese market that brought guests in December 2020 was only domestic. Until 2021, a company focused on domestic, especially Bali Residence. In 2020, the non-Chinese travel agent market was still categorized as "Ineffective" and scored 37.06 percent.

Travel Agent Non-Chinese Market Contribution

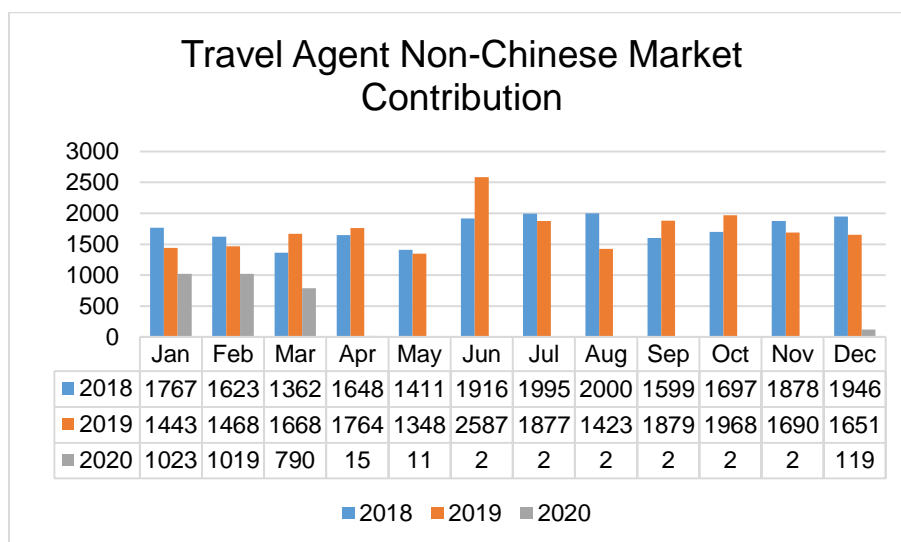|	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2018	1767	1623	1362	1648	1411	1916	1995	2000	1599	1697	1878	1946
2019	1443	1468	1668	1764	1348	2587	1877	1423	1879	1968	1690	1651
2020	1023	1019	790	15	11	2	2	2	2	2	2	119

Figure 3. Travel Agent Non-Chinese Market Contribution
[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

During the research period presented in Figure 3 above, from 2018 until 2020, travel agents in the non-Chinese market intensively contributed to the number of guests. However, the graphic shows that unstable travel agent in the non-Chinese market has contributed 2,587 guests, the highest. This number means that travel agents in the non-Chinese market could contribute effectively. Years before, travel agents in the non-Chinese market could achieve several guests, averaging 1,700. Guests are traveling for any purpose outside of the events and unique travel. It makes sense that the travel agent non-Chinese market progresses more intensively every year.

The Effectiveness of Travel Agent Contracts in Increasing the Number of Bookings at The Café - International Buffet Restaurant

The implementation of travel agent contracts in Chinese and non-Chinese markets is analyzed by calculating and tabulating their effectiveness. Regardless,

the performance directly affects revenue by the number of restaurant bookings. Data was obtained to analyze the contribution of travel agent contract implementation to the seating occupancy at The Café - International Buffet Restaurant The Mulia, Mulia Resort, and Mulia Villas Nusa Dua. The number of restaurant bookings through travel agent contracts is performed following the tabulation presented in Table 6.

Table 6. Travel Agent Contribution to The Restaurant Booking

Month	2018		2019		2020	
	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent
January	57.86	25.68	49.38	21.25	77.98	17.86
February	66.02	24.99	65.82	27.10	44.96	15.28
March	55.48	29.05	52.08	22.47	23.38	5.56
April	60.08	22.59	63.35	25.38	1.55	0.11
May	64.23	23.20	60.35	22.18	2.39	0.08
June	60.19	21.24	78.89	32.74	2.49	0.01
July	46.64	22.48	74.61	28.07	3.72	0.01
August	43.77	21.66	43.86	20.34	7.69	0.01
September	81.74	30.06	80.15	27.48	10.63	0.01
October	75.38	31.70	76.19	28.24	13.86	0.01
November	71.23	32.06	53.70	22.66	14.00	0.01
December	69.31	30.05	57.93	24.02	36.16	0.84
Average	62.66	26.23	63.03	25.16	19.90	3.32

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 6, travel agent contracts fluctuate yearly from 2018 to 2020. This contribution shows the effectiveness and identification of how it contributes to the number of restaurant bookings. In 2018, the average donation of travel agents scored 26.23 percent from the total occupancy, which was 62.66 percent. The highest contribution was in November 2018, supporting 32.06 percent of the total occupancy of 71.23 percent. The lowest gap happened in March 2018: Travel agents contributed 29.05 percent of the total occupancy, 55.48 percent. Only 26.43 percent of proof travel agents performed better and exceeded the non-travel-agent performance.

Travel agent contract contribution 2019 scored 25.16 percent from the total occupancy, 63.03 percent. The highest contribution was in June 2019, 32.74 percent, and the total occupancy was 78.89 percent. The lowest gap happened in January 2019; travel agents contributed 21.25 percent of the total occupancy, which was 49.48 percent. With the decrement in restaurant occupancy, the average contribution of travel agents was 3.32 percent from the full occupancy, which was 19.90 percent. The highest contribution was in January 2020, contributing 17.86 percent but still carrying out an elevated gap. Until November 2020, travel agent contract contribution decreased and only contributed 0.01 percent, even not making sense to increase the number of restaurant bookings. December 2020, travel agent contribution has already increased its cover to 0.84 percent. Although the number has grown, it still needs improvement and progress. The higher the travel agent contribution, the bigger the chance it could affect the number of restaurant bookings.

1. Travel Agent Chinese Market Contribution to The Restaurant Booking

Table 7. Travel Agent Chinese Market Contribution to The Restaurant Booking

Month	2018		2019		2020	
	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent
January	57.86	13.23	49.38	11.09	77.98	10.66
February	66.02	15.40	65.82	15.65	44.96	7.61
March	55.48	17.06	52.08	10.72	23.38	0.00
April	60.08	12.66	63.35	12.54	1.55	0.00
May	64.23	11.56	60.35	12.68	2.39	0.00
June	60.19	9.29	78.89	13.91	2.49	0.00
July	46.64	8.81	74.61	14.85	3.72	0.00
August	43.77	7.95	43.86	10.32	7.69	0.00
September	81.74	16.01	80.15	13.81	10.63	0.00
October	75.38	17.62	76.19	14.38	13.86	0.00
November	71.23	19.41	53.70	10.36	14.00	0.00
December	69.31	16.11	57.93	12.39	36.16	0.00
Average	62.66	13.76	63.03	12.72	19.90	1.52

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Detailing the description of Table 7 above, begin with the 2018 travel agent Chinese market contributed 13.76 percent from the total occupancy, which was 62.66 percent. This number proves the success of travel agents liaising as a strategy to increase the number of restaurant bookings. The highest contribution was in November 2018, with 19.41 percent of the total occupancy of 71.23 percent. The lowest gap happened in August 2018, which was 35.82 percent. Unfortunately, the highest gap occurred in September 2018, when travel agents in the Chinese market only contributed 16.01 percent of the total occupancy, 81.74 percent. The comparison between three years of analysis shows that the Chinese market produced the highest in 2018, contributing an average of 13.76 percent, which goes beyond the travel agent contribution in 2019, which averaged 12.72 percent, and 2020, which averaged 1.52 percent.

In 2019, the average travel agent in the Chinese market supported 12.72 percent in 63.03 percent of the occupancy. The occupancy increased by 0.37 percent compared to the previous year, but the travel agent contribution decreased by 1.04 percent. The highest contribution was in February 2019, 15.65 percent from the total occupancy of 65.82 percent. The decrement also happened in 2020, when the gift was only 1.52 percent. The finalization of revenue counted; this was the most significant and drastic decrement. Beginning in March 2020, none of the travel agents in the Chinese market brought guests. This can happen because the management temporarily blocks the Travel agent's Chinese market. A travel agent that still contributed was the only travel agent in the non-Chinese market.

2. Travel Agent Non-Chinese Market Contribution to The Restaurant Booking

Table 8. Travel Agent Non-Chinese Market Contribution to The Restaurant Booking

Month	2018		2019		2020	
	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent	Rest. Occ (%)	Travel Agent
January	57.86	12.45	49.38	10.16	77.98	7.21
February	66.02	9.59	65.82	11.45	44.96	7.67
March	55.48	11.99	52.08	11.75	23.38	5.56
April	60.08	9.94	63.35	12.84	1.55	0.11
May	64.23	11.64	60.35	9.49	2.39	0.08
June	60.19	11.95	78.89	18.83	2.49	0.01
July	46.64	13.67	74.61	13.22	3.72	0.01
August	43.77	13.71	43.86	10.02	7.69	0.01
September	81.74	14.05	80.15	13.68	10.63	0.01
October	75.38	14.09	76.19	13.86	13.86	0.01
November	71.23	12.66	53.70	12.30	14.00	0.01
December	69.31	13.94	57.93	11.63	36.16	0.84
Average	62.66	12.47	63.03	12.44	19.90	1.80

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 8, Travel agent non-Chinese contribution in 2018 reached 12.47 percent of the total occupancy, which was 62.66 percent. The highest contribution was in October 2018, 14.09 percent of the total occupancy, 75.38 percent. There was a decrease of 0.03 percent in 2019 for the travel agent non-Chinese contribution, while there was an increment for the entire restaurant occupancy achievement. The highest contribution was in June 2019, which contributed 18.83 percent of the total occupancy, which was 78.89 percent. This was the most significant number of travel agents in the non-Chinese market contribution for the last 3 (three) years in 2018-2020. The lowest gap was in August 2019. The travel agent non-Chinese market contributed 10.02 percent, while the total occupancy was 43.86 percent.

The achievement decreased in 2020 yet only contributed 1.80 percent of the total occupancy, which was 19.90 percent. Even though there are drastic decrements due to the current situation, travel agents in the non-Chinese market still make only 0.01 percent each month. Nowadays, the market is getting better slowly; in December 2020, travel agents in the non-Chinese market increased their contribution even though they were still categorized in a tiny number. This increment gives travel agents in the non-Chinese market a chance to progress and improve. Along with the improvement, the travel agent contract can be categorized as a good strategy for increasing the restaurant occupancy at The Café - International Buffet Restaurant.

The Most Effective Travel Agent Contract in Increasing the Number of Restaurant Bookings at The Café - International Buffet Restaurant
The finalization of this analysis is finding the most effective travel agent contract to increase booking at The Café - International Buffet Restaurant. This category is identified by comparing the target settled with the actual achievement

of both travel agent contracts. Table 9 shows the mark settled by management that needs to be achieved by the travel agent contract.

Table 9. Target of Restaurant Booking

Year	Travel Agent		Chinese-Market		Non-Chinese Market	
	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)
2018	43,310	25.96	23,218	13.93	20,092	12.03
2019	41,968	25.13	21,365	12.80	20,603	12.44
2020	6,410	3.86	2,860	1.73	3,650	2.19
Total	91,688	18.32	47,443	9.49	44,345	8.88

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

According to the Food and Beverage Sales Manager of The Mulia, Mulia Resort, and Mulia Villas Nusa Dua, the desired target was settled by considering 3 (three) points. There are future forecasts that have arranged for future booking, previous achievements, segmenting, and current market situation. Based on these points, the target settled following the trending blitz. Once the target has dropped, all strategies used to achieve the number of targets started, including a travel agent contract. Generally, every arrangement has its target that is decided differently based on the situation. The target of travel agents made 700-1,000 guests per year per travel agent. Following Table 9 above, the achievement of travel agent contracts in both the Chinese and Non-Chinese markets, complete with the percentage of its contribution.

Table 10. Actual Restaurant Booking

Year	Travel Agent		Chinese-Market		Non-Chinese Market	
	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)	Rest Booking	Rest. Occ (%)
2018	43,771	26.23	22,929	13.76	20,842	12.47
2019	41,998	25.16	21,232	12.72	20,766	12.44
2020	5,513	3.32	2,524	1.52	2,989	1.80
Total	91,282	18.24	46,685	9.33	44,597	8.91

[Source: Food and Beverage Department (data processed by Ms. Excel application, 2021)]

Based on Table 10, the achievement of the travel agent contract reached 91,282 guests in 3 (three) years in 2018-2020. They have shown that the desired target of travel agents is 91,688 guests. This number indicates that the overall achievement of the travel agent contract is ineffective because the actual achievement cannot reach the desired target. In 2018, a travel agent had 43,771 guests from the target of 43,310, which means that in 2018, the travel agent could exceed the desired target. This also happened in 2019 when the travel agent contributed 41,998 guests while the settled target was 41,968. Travel agents cannot afford more numbers, so in 2020, travel agents cannot even reach the target settled. Overall achievement, the number is -0.42 percent or should produce a minimum of 286 more guests to reach the target settled.

Deeply detailing the travel agent contract, the Chinese market targeted 23,218 guests in 2018 but only reached number 22,929 guests. In 2019, it targeted 21,365 guests, and the travel agent Chinese market achieved 21,232 guests. The 2020 travel agent Chinese market targeted 2,860 guests yet only reached 2,524. Based on this comparison, the travel agent contract Chinese marker cannot afford the target settled in 3 (three) years from 2018-2020. The target was fixed at 47,443 guests, and the travel agent Chinese market only reached 46,685 guests, minus 0.16 percent from the target settled.

Different things happened for the travel agent contract non-Chinese market. In 2018, travel agents in the non-Chinese market targeted 20,092 guests and exceeded the target by bringing 20,842. The same thing happened in 2019: a travel agent contract in the non-Chinese market targeted 20,603 guests and successfully got 20,766 guests in a year. However, the non-Chinese market cannot maintain the achievement in 2020 that targeted 3,650 guests yet only contributed 2,989 guests in 2020. Overall contribution in 3 (three) years, travel agent contracts non-Chinese market targeted 44,345 guests and reached 44,597 guests, exceeding 0.03 percent from the target settled.

Based on the above analysis in the result section, the implementation of travel agent contracts in both Chinese and non-Chinese markets as marketing strategies hit different numbers. It can be concluded that the performance of travel agent contracts in the non-Chinese market is more effective in increasing the number of restaurant bookings when compared to the travel agent contract in the Chinese market. This could happen because the travel agent in the non-Chinese market could achieve the overall target of 0.03 percent. This could be a consideration for the management in focusing on the non-Chinese market. This is also supported by the current situation that is more specific to the domestic guests who have more chance to be developed in recovering the company's financial growth. The result found that travel agent non-Chinese contract has a more attractive progression in producing guests. Effectively, the management should expand the networks of the cooperation of other wholesalers capable of working sustainably. Furthermore, evaluation is needed to identify which travel agent has already brought the appropriate number of guests with the dealing before the contract is made. This evaluation could be used to consider extending the contract or stopping the agreement on the due date.

Regardless, the similarities of this study with the previous research suggest that travel agent has critical power in cooperating with industries and can develop more, especially in bringing guests. However, the differences of this study case, which discusses the effectiveness of travel agent contracts, could analyze how the usage of travel agent contracts in running a business. For further research, the implication of travel agent contracts might be analyzed wider in other industry fields.

CONCLUSION

The implementation of travel agent contracts in Chinese and non-Chinese markets fluctuates monthly or yearly. Through the tabulation, in 3 (three) years, travel agent contracts in the non-Chinese market can be categorized as an effective strategy capable and applicable to increase the number of restaurant bookings. Implementing travel agent contracts made by travel agents in the non-Chinese market is more effective than travel agents in the Chinese market.

Although travel agents in the Chinese market have reached a higher number, they cannot exceed the target.

REFERENCES

-----. (2006). *Keputusan Dalam Negeri No. 13 Tentang Pedoman Penilaian dan Kinerja Keuangan*.

Adji, R. N., Wijaya, H., & Thio, S. (2013). Restaurant Revenue Management : Implementasi Di Restoran " X " Surabaya. *Journal of Business and Management*, 402–418.

Admin. (2019). *Dinas Pariwisata: Kunjungan wisman selain China ke Bali masih normal*. https://disparda.baliprov.go.id/dinas-pariwisata-kunjungan-wisman-selain-china-ke-bali-masih-normal/2020/02/#:~:text=Berdasarkan data kunjungan wisman ke,(18%2C90 persen).

Caliskan, S., Kampus, G., Kampus, H., Kimiloglu, H., & Kampus, H. (2013). The Contribution of Online Travel Agencies to the Profitability of Hotels : *Journal of Business and Management*, *3*(1), 8–18.

Dewi, N. M. N. C., Aryana, I. N. R., Ernawati, N. M., Astuti, N. N. S., & Suarta, I. K. (2018). Contribution of Reservation Through Travel Agent to Room Occupancy At Le Grande Bali. *Journal of Applied Sciences in Travel and Hospitality*, 324–331. http://ojs.pnb.ac.id/index.php/JASTH/article/view/1196.

Gokdemir, S., & Turkmen, S. (2020). *The Impact of Social Media Marketing Efforts of the Travel Agents on the Intention to Purchase Travel The Impact of Social Media Marketing Efforts of the Travel Agents on the Intention to Purchase Travel. April*.

Guo, Q., Anderson, C. K., Dong, J., Zhao, P., & Ji, Q. (2020). Coordination contracts for hotels and online travel agents. *Sustainability (Switzerland)*, *12*(8), 1–17. https://doi.org/10.3390/SU12083355

Jayaraman, S., Sindhya, R., & Vijiyalakshmi, P. (2019). A Study On Impact Of Work Life-Related Factors On Employee Engagement In Health Care Sector Workers In Dindigul District. *Journal of Restaurant Business*, *118*(7), 20–26. https://doi.org/10.26643/rb.v118i7.7242

Jureta, I. J. (2021). Requirements Contracts: Definition, Design, and Analysis. *Journal of Law*. http://arxiv.org/abs/2104.14110

Lahilote, H. S. (2015). Kajian Yuridis Terhadap Agen Perjalanan (Travel Agent) Dalam Bisnis Pariwisata. *Jurnal Ilmiah Al-Syir'ah*, *8*(2), 518–531. https://doi.org/10.30984/as.v8i2.24

Mahmudi. (2016). *Analisis Laporan Keuangan, Kemandirian Daerah, Efektivitas, dan Pertumbuhan*. UPP AMP YKN.

Pekei, B. (2018). *Manajemen Efektivitas Pengelolaan Aset Daerah* (1st ed.). Taushia.

Pitanatri, S., Putu, D., Kharisma, Made, D., Pramana, & Hendri, I. D. P. (2020). Pengaruh saluran distribusi offline dan online travel agent dan implikasinya terhadap revenue per available room di the anvaya beach resort bali. *Jurnal Kepariwisataan dan Hospitalitas*, *4*(1), 1. https://doi.org/10.24843/jkh.2020.v04.i01.p01

Rosyidi, M. I. (2019). Indonesian Online Travel Agencies: Profiling the services, employment, and users. *Journal of Applied Sciences in Travel and Hospitality*, *259*(June), 211–216. https://doi.org/10.2991/isot-18.2019.47

Satibi, I. (2012). *Memahami Metode-metode Penelitian*. CV. Ramadhani.

Setyawan, A., & Auliandri, T. A. (2019). Redrawing the future of travel agents: examining online travel agents' existence among young consumers. *Journal of Business Models*, *January 2019*. https://doi.org/10.2991/insyma-19.2019.29

Spohn, D. (2018). An Operational Definition of Effective Leadership: Was Covey Right? *Journal of Public Administration and Management*, *06*(01). https://doi.org/10.4172/2315-7844.1000251

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.

Sulistiawati, A. (2013). Aplikasi E-Travel Multi Channel. *Journal of Business and Management*, 143–150.

Thakur, D. K. (2021). Mobile Application for La Mono Restaurant. *Journal of Business Management*. https://www.researchgate.net/publication/352487946_Android_Application_for_Restaurant_Management

Ullah, S. N. (2020). A new revised definition of contract cheating. *IEEE Global Engineering Education Conference, EDUCON*, *2020-April*(May), 1478–1482. https://doi.org/10.1109/EDUCON45650.2020.9125118

Widyastuti, N. K. E., Astuti, N. N. S., Antara, D. M. S., & Murni, N. G. N. S. (2020). The Effectivity of E-Commerce in Increasing The Room Occupancy at Intercontinental Bali Resort, Jimbaran. *Journal of Applied Sciences in Travel and Hospitality*, *3*(2), 89–96. https://doi.org/10.31940/jasth.v3i2.2037

Xia, J. C., Evans, F. H., K., S., V., C., Arrowsmith, C., & Wright, G. (2011). Market segments are based on the dominant movement patterns of tourists in *Tourism Management* (4th ed., pp. 464–469).