

ANALYSIS OF MARKETING ASPECTS IN SPORT TOURISM (CASE STUDY ON PEGASUS STABLE)

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Abstract

One of the tourism sectors that continues to grow is Sports Tourism. Sports Tourism is a form of special interest tourism that has participation, or watching sports as its main component / theme / motivation of the trip. This includes all forms of active and passive involvement in sporting activities, participating regularly or in an organizational manner for non-commercial or commercial reasons, which necessitates traveling away from home and working there. Sports Tourism is one of the fastest growing sub-sectors in special interest tourism. The aim is to promote tourist destinations through a variety of sports activities, both indoor and outdoor. This research aims to find out how to identify the tourism component in Pegasus Stable and to find out how to analyze marketing in Pegasus Stable. Based on the problems to be studied, the research team chose to use qualitative research methods. The data collection technique that will be carried out is interviews. Pegasus Stable carries out a marketing strategy by determining market segmentation, namely through the income level of its target market and positioning itself according to the intended target market, such as positioning, namely the reputation of Pegasus Stable which automatically proves their high standards, because many ASEAN Games & SEA Games participants came from training facilitated by Pegasus Stable. Pegasus Stable also looked at the components of the marketing mix (8P) and adjusted accordingly. Starting from Products, providing facilities for riding, both for schools, photoshoots, horse care and rentals arena. Price , Pegasus Stable set a fairly affordable price compared to competitors. Location, which is easy to access. Promotion through social media, direct approach and word of mouth. Packaging provides attractive tour packages that are packaged at affordable prices, so that they are profitable and attract the attention of ordinary tourists and special tourists. Programming by holding an annual event that tourists look forward to specifically to maintain communication between horse riders. Cooperation, the existence of cooperation with the government and foreign parties. And finally, in human resources, there are human resources with the best quality through an appropriate recruitment process and evaluation process that is carried out regularly.

Keyword: marketing, sport tourism, analysis

INTRODUCTION

One of the tourism sectors that continues to grow is Sports Tourism. Sports Tourism is a form of special interest tourism that has participation, or watching sports as its main component / theme / motivation of the trip. This includes all forms of active and passive involvement in sporting activities, participating regularly or in an organizational manner for non-commercial or commercial reasons, which necessitates traveling away from home and working there. Sports Tourism is one of the fastest growing sub-sectors in special interest tourism. The aim is to promote tourist destinations through a variety of sports activities, both indoor and outdoor. According to the Ministry of Tourism and Creative Economy, Indonesia is one of the main trademarks/icons in world sport tourism because of its natural and cultural wealth. In addition, the trend regarding sport tourism continues to increase rapidly. One way that can be done for its development is through nautical sports and adventure. By realizing this, the Indonesian Community Recreational Sports Committee has a strategic role as a catalyst. An effective way for its development is also by providing creative breakthroughs, contributing to the development of national sports at large. And the implementation can be done with a hybrid system, which is half virtual, half fiscal, and wherever it is held as long as we comply with health protocols. Such as marathon running, cycling, triathlon, swimming and hiking.

Previously, Indonesia has been successful in holding a number of sport tourism events such as the Asian games which were held in 2018 in Jakarta & Palembang, which made many tourists fascinated by Indonesia's multiculturalism with all its fascinating culture. The presence of sport tourism in Indonesia is a potential that can continue to be developed as a driving force and of course will further improve the Indonesian tourism sector, as

well as become an effective promotion event for Indonesian tourism to foreign countries. The Minister of Tourism and Creative Economy, Sandiaga Uno, stated that the potential for sport tourism in Indonesia could generate an economy of up to tens of trillions. In Indonesia, sport tourism has a very large market, its growth can reach 19 trillion by 2024. He invites the public to take opportunities in the sports-based tourism sector. In the midst of the covid-19 pandemic, tourists are considered to be more interested in taking smaller-scale tours with outdoor activities, driven by the increased awareness of tourists for cleanliness, health and safety.

One example of a potential Sports Tourism-themed tourist destination is Pegasus Stable. The name Pegasus Stable itself is certainly no stranger to equestrian enthusiasts. Pegasus Stable does have a wide reputation in his field as one of the top equestrian teams, and has also played a significant role in enlivening equestrian competitions over the past decade. Along with the ups and downs of the development of equestrian sports in Indonesia, Pegasus Stable seems to be standing tall in the midst of changing times. Historically, Pegasus Stable has submitted several equestrian championships, such as 4 local championships before entering 2008. Then they also held an open tournament equestrian championship until 2014. Among them are 3 championship series with the rank of Radius Prawiro Memorial Open and Pegasus Master. At present, Pegasus Stable is under a newer and more innovative management, Pegasus Stable is identifying ways of expansion in order to spread its existence in the field of Indonesian equestrian sport.

According to the Indonesian Ministry of Tourism (2016), the category of types of sports tourism attractions consists of three types, namely nature-based, cultural-based, and man-made products-based. Nature-based sports tourism attraction, utilizing the natural environment as a tourism resource. The attraction of culture-based sports tourism is in the form of traditional sports activities as the culture of the local community. Man-made product-based sports tourism attraction is a large sports facility with the motivation to score athletes' achievements.

Meanwhile, according to Suratmin (2018: 37) in general, tourism sports can be divided into three types, namely marine tourism sports, land tourism sports, and air tourism sports. Marine tourism is a type of tourism activity that is carried out and managed commercially in marine areas, beaches, lakes, rivers, and reservoirs. Some marine tourism activities in the form of rafting, surfing, and diving. Land tourism is a type of tourism activity that is carried out and managed commercially on land, such as hiking, horse riding, and golf. While air tourism is a type of tourism activity carried out in the air, such as skydiving and paragliding.

According to Barreto and Giantari (2015: 34), tourism development is an effort to develop or advance tourist objects so that these attractions are better and more attractive in terms of places and objects in them to attract tourists to visit them.

According to Yoeti (2008), the purpose of tourism development is not only to increase foreign exchange earnings for the country, but is expected to act as an agent of development. From an economic point of view, there are at least eight advantages of developing tourism in Indonesia: First, increasing business opportunities. Second, job opportunities. Third, an increase in tax revenue. Fourth, increasing national income. Fifth, accelerate the process of income distribution. Sixth, increasing the added value of cultural products. Seventh, expanding the domestic product market. And eighth, providing a multiplier effect in the economy as a result of spending on tourists, investors, and foreign trade.

In developing the existence of a tourist destination, of course, a tourism component is needed as a reference. According to Cooper et al (1995: 81) there are 4 components that must be owned by a tourist attraction, namely attraction, accessibility, amenity and ancillary. This main component of tourism is very important for a tourist destination, because it is a factor that can support the comfort of tourists who come to visit. If one of the four components does not meet existing standards or may have poor quality, then the tourist destination is unlikely to be visited by tourists.

In addition to the importance of paying attention to the tourism component for a destination, ways to introduce tourist destinations also need to be considered. The activity of introducing tourist destinations to tourism is referred to as marketing activities. According to Kotler and Keller (2016), marketing activities are a series of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and the wider community (Sutiksno According to Cooper (1993) (Suwena & Widyatmaja, 2017), the main components of tourism consist of 4A, namely: (1) Attraction, Tourist attractions can be in various forms depending on the interests of tourists. Some tourists will consider seeing the daily lives of local residents, natural beauty, witnessing a unique culture, or learning the history of an area can be a tourist attraction. This tourist attraction will be the capital or the main source of an area as a tourist destination. Tourist attractions are divided into three types, namely: - Natural tourist attraction (natural resources), is a tourist attraction that focuses on the development of the beauty and uniqueness of nature itself. - Cultural tourism attraction, is a tourist

attraction that focuses on the development of human works in the form of cultural heritage or cultural values that are still preserved. Such as ceremonies/rituals, literary arts, fine arts, museums, the old city area, and cultural festivals. - Special interest tourist attractions are tourist attractions that focus on activity-based development to meet specific tourist desires. such as bird watching, fishing, health and body refreshment, golf, casino, horse riding, and other activities related to tourist hobbies. (2) Amenities (Facilities), Facilities are facilities and infrastructure needed by tourists when they are in tourist destinations. Such as lodging, places to eat, transportation and travel agents. (3) Accessibility, Accessibility is a path or entrance to a tourist destination. Accessibility includes airports, ports, terminals, stations, and various bases of other types of transportation. This is synonymous with the ease of tourists in moving from one area to another, if there is no easy access to tourist destinations, then tourist interest will decrease. (4) Ancillary Service (Additional Service), Additional services are complementary which are generally provided by the local government of the tourist destination. The additional services provided are not only to help tourists, but also to help tourism business actors. Such as the availability of electricity, clean water, infrastructure (roads), and monitoring all tourism activities that must be in accordance with legislation. et al., 2020).

According to Tjiptono (2008), tourism marketing is an activity to communicate and disseminate information, influence and remind the target market of the producer's products so that the target market is willing to accept, buy and be loyal to the products offered by producers (Sutiksno et al., 2020). The purpose of tourism marketing itself is to increase tourist awareness of lesser known tourist destinations. To carry out marketing activities. There are three stages that must be done first so that marketing activities can be effective, namely (Sutiksno et al., 2020):

- a. Market segmentation : according to Trackmaven (2020), market segmentation is the process of dividing customer profiles into groups based on different characteristics. After dividing the customer profile into each group with the same interests, needs or locations, it can simplify the process of marketing activities to the next stage.
- b. Market Target : after collecting customer profiles and grouping them through the market segmentation process, then selecting the most potential target market from all group profiles. According to Hudson (2008). The target market is a group of customers whose needs are clear and need to be met by the producer.
- c. Market Positioning : then, after the producer knows the target market to be addressed, the producer must be able to position his company according to the target market. According to The Economic Times (2020), positioning is the company's ability to determine the position of the product (goods or services) offered to be in a path that is relevant to the needs of the targeted customer.

After going through the process of market segmentation, market targeting and market positioning, then a tourism marketing mix is needed to complete marketing activities. The Tourism Marketing Mix is a combination of several marketing methods. According to Marison (2013), the tourism marketing mix consists of 8Ps, namely Product, Price, Place, Promotion, Packaging, Programming, Partnership and People (Sutiksno et al., 2020).

- a. Product : it is a tourism marketing principle that focuses on the quality and quantity of products from tourist destinations being marketed. According to Kotler (2006) a product is something that can be offered to tourists for purchase.
- b. Price : is the value or price set to enjoy the goods and services provided. Pricing is very important because it can determine whether the product or service of a tourist destination will be in demand or not. If the price is not commensurate with the quality of the tourist destination product, then there will be a possibility that the tourist destination is not in demand.
- c. Place : Is the location of the existence of the tourist destination that will be visited by tourists. Determination of the location of tourist destinations must consider the accessibility that will be passed by tourists.
- d. Promotion (Promotion) : it is an activity to disseminate and introduce information from tourist destinations to tourists. Thus, tourists will be influenced to visit tourist destinations that are marketed. So, currently promotional activities are not only done manually and traditionally, but in a modern way by adapting to the latest technology.
- e. Packaging (Packaging): is a combination of several services contained in one price. With attractive and affordable packaging, tourists will be interested in products from tourist destinations (Ryan & Hayes, 2009).

- f. Programming : it is an additional program offering outside of the already available packages (Ryan & Hayes, 2009). This is usually unbeknownst to tourists and comes as a surprise to tourists. With the addition of special programs, it can attract the attention of tourists who have come and will come back.
- g. Partnership (Partnership): it is an important requirement in the management of tourist destinations. According to Hafsah (2000), partnership is a business strategy carried out by two or more parties within a predetermined period of time to achieve mutual benefits, so that it has the aim of helping each other and growing the business of each party.
- h. People (Human Resources) : is the main actor in the practice of tourism marketing. In this case, the capability and professionalism of human resources in the world of tourism is very important and influences the marketing process to persuade tourists to come to tourist destinations.

Based on the explanation that has been described, this research aims to find out how to identify the tourism component in Pegasus Stable and to find out how to analyze marketing in Pegasus Stable.

METHOD

According to the data obtained by the research team, Pegasus Stable carries out a marketing strategy by determining market segmentation, namely through the income level of its target market and positioning itself according to the intended target market, such as positioning, namely the reputation of Pegasus Stable which automatically proves their high standards, because many ASEAN Games & SEA Games participants came from training facilitated by Pegasus Stable. Pegasus Stable also looked at the components of the marketing mix (8P) and adjusted accordingly. Starting from Products, providing facilities for riding, both for schools, photoshoots, horse care and rentals arena. Price , Pegasus Stable set a fairly affordable price compared to competitors. Location, which is easy to access. Promotion through social media, direct approach and word of mouth. Packaging provides attractive tour packages that are packaged at affordable prices, so that they are profitable and attract the attention of ordinary tourists and special tourists. Programming by holding an annual event that tourists look forward to specifically to maintain communication between horse riders. Cooperation, the existence of cooperation with the government and foreign parties. And finally, in human resources, there are human resources with the best quality through an appropriate recruitment process and evaluation process that is carried out regularly.

As a sports tourism object, tourism components are needed in maximizing the tourist attraction. Based on Cooper's theory (1993), the tourism component consists of 4A, namely Attraction (attractions), Accessibility (accessibility), Amenities (facilities), and Ancillary service (additional services). In addition to paying attention to the tourism component, it is also necessary to pay attention to marketing activities in the form of promotions to introduce these tourist destinations. According to Kotler, Philip and Armstrong (2014), promotion is an activity to convince and persuade customers to buy a product (Sutiksno et al., 2020).

In this study, the research team will analyze whether the tourism component (4A) has run optimally and the development of sport tourism marketing carried out at Pegasus Stable. According to Koentjaraningrat, qualitative research is a format design consisting of 3 formats. Namely descriptive research, verification and grounded research format. One method that includes qualitative research methods is the interview method. According to Sugiyono, the interview is a good data collection technique that through the structuring process or not, and can be done face-to-face or using online/telephone networks.

Based on the problems to be studied, the research team chose to use qualitative research methods. The data collection technique that will be carried out is interviews. Interview is a process of communication and interaction between researchers and resource persons or informants in collecting information to solve research problems. Interview techniques are divided into two, namely in-depth interviews and targeted interviews. In this study, the researcher used a directed interview technique, in which the researcher had prepared a series of questions to be given to the informants. The directed interview technique helped the writing team in reviewing information from the informants, so that the data obtained were clearer, coherent, and easy to process. According to UNWTO in the Indonesian Ministry of Tourism (2016), the scope of sports tourism includes Active Sport Tourism and Passive Sport Tourism. In Active Sport Tourism, the main purpose of sport is to fulfill desires/fun. Like the involvement of tourists participating in a football match somewhere. Meanwhile, in Passive Sport Tourism, tourists travel only as spectators for sports activities. Like watching World Cup matches, Olympic Games, and others.

RESULT AND DISCUSSION

a. Result

Pegasus Stable is an equestrian sport tourism object in Bogor. This tourist destination, established in 1999 and founded by Tri Putra Yusni Prawiro. Initially, the establishment of Pegasus Stable was only based on hobbies,

however, over time, Pegasus Stable turned into a tourist attraction. Attractions on the Pegasus Stable consist of :

1. Pegasus Stable offers horse school riding or riding school. The riding school at Pegasus Stable has won several championships. Pegasus Stable coaches are also professional athletes who have participated in the championship several times. Equestrian school can be enjoyed by anyone with the condition that the children must be of sufficient height or at least the length of the legs to reach the stomach of the horse. then, for adults it refers more to body weight. This is the main requirement for riding school because in riding the most important thing is the ability to control the horse.
2. Pegasus Stable also offers a pony ride, where visitors can ride ponies around.

The location of Pegasus Stable is right between two mountains in West Java, namely Mount Pangrango Gede and Mount Salak. Pegasus Stable is also synonymous with green trees and green or grassy fields for riding. The beautiful scenery at Pegasus Stable is an attraction in itself for some visitors, not infrequently some visitors come just to enjoy the scenery and take pictures.

In supporting visitor activities, Pegasus Stable provides facilities and infrastructure/facilities for visitors. The facilities provided by Pegasus Stable are:

- a. Visitors can spend hours at Pegasus Stable, even the majority of Pegasus Stable visitors come from outside the Bogor area (Jakarta & Tangerang). Pegasus Stable provides a restaurant for hungry visitors, visitors can also take a break at the restaurant.
- b. Pegasus Stable also has a resort or lodging. Currently, the Resort is managed by one of the founding families/brothers of Pegasus Stable.
- c. Pegasus Stable provides a bath for visitors after horse training.
- d. On several occasions, the Pegasus Stable has hosted several races, therefore, the Pegasus Stable provides ample seating and waiting to watch people riding.
- e. The green field is a facility provided by Pegasus Stable. When compared to the majority of its competitors who use sand courts for horse riding, Pegasus Stable has the characteristics of a green riding field.

During the Covid-19 pandemic, Pegasus Stable managed to maintain the availability of its facilities. Pegasus Stable also does not experience changes in operating hours. However, Pegasus Stable continues to pay attention to and implement health protocols such as wearing masks, checking temperatures, and providing hand sanitizers. The location of Pegasus Stable itself is close to tolls and major roads. This is a positive value and competitiveness, where the majority of competitors' locations must pass through small or narrow streets. Access to Pegasus Stable using private vehicles such as cars or motorbikes is considered more effective than public transportation because the location of Pegasus Stable is far from bus stops and train stations. The additional service provided by Pegasus Stable is a guest service that helps visitors if there are problems or problems at the location, but visitors use social media such as Facebook page or Instagram to find and dig up information about Pegasus Stable.

In the marketing strategy carried out at Pegasus Stable, the implementation is quite complex, due to the still narrow market. Therefore they are more targeting ordinary people through social media platforms or websites. Then this is also related to the geographical component, the majority of visitors to Pegasus Stable are small children. Because most of them do not use cellphones, while their parents use cellphones. But this is inversely proportional to the target market of Pegasus Stable. Of course, this is what drives Pegasus Stable to take an individual approach. Or in another way, namely reposting through social media. Then for segmenting, Pegasus Stable segmented its market through income level. Pegasus Stable implements a system of returning customers. In addition to income level, Pegasus Stable also makes adjustments based on the age of its target market. The issue of gender, age is not actually the main focus in segmenting, but income level is the main component. For targeting, after Pegasus Stable has identified the aforementioned target markets, the next step is research and after that approach the potential visitors. As for positioning, Pegasus Stable prioritizes a good reputation. Many participants in the ASEAN Olympics or SEA Games come from the results of the Pegasus Stable selection, of course this is concrete evidence that the standards set by Pegasus Stable are quite high. The effect of the implementation of these 4 components in Pegasus Stable's marketing activities is quite effective, it can be seen from the visitors who are interested in the cleanliness of the Pegasus Stable environment which is in accordance with what is promoted through social media. Of course, this supports Pegasus Stable's efforts to attract other customers to come.

There is a marketing mix that plays a role in the marketing activities of Pegasus Stable (8P), namely

1. **Product**
In terms of products, some of the services offered by Pegasus Stable are horse riding, photoshoot, riding school, horse care, and horse racing rental.
2. **Price**
For the price aspect, Pegasus does not charge a high rate because it knows that visitors need more time and effort to be able to come to the arena. Pegasus also compares the prices offered by competitors which are in the range of Rp. 700,000 - Rp. 900,000, while the prices quoted at Pegasus Stable range from Rp. 250,000 - Rp. 350,000, or Rp. 550,000 for freelance trainers from ASEAN games. For photoshoots, the price set by Pegasus is in the range of Rp. 400,000 - Rp. 600,000 for personal, Rp. 600,000 - Rp. 1,000,000 for large events (pre-wedding or sweet seventeen), and Rp. 800,000 - Rp. 1,000,000 and above for commercial.
3. **Place (Location)**
In terms of location, when compared to competitors, Pegasus Stable is one of the most superior, because it does not need to pass through narrow roads and is easily accessible via toll roads.
4. **Promotion (Promotion)**
For the promotion aspect, several methods used by Pegasus are social media, individual/direct approach and word of mouth. Of the three methods, the most effective is word of mouth. Meanwhile, Pegasus social media (Facebook and Instagram) are still lacking when compared to social media from other stables, because Pegasus Stable prefers to approach it manually.
5. **Packaging (Packaging)**
In terms of packaging, Pegasus Stable provides several riding activity packages at affordable prices and offers discounts for tourists who frequently visit Pegasus Stable. There are various kinds of packages that benefit tourists with the quality of the services provided is guaranteed and security is maintained. For example, there are packages with paid coaches and there is an opportunity for tourists to ride a horse ten times, usually for a fee which must be paid as much as Rp. 350,000/one ride, but if tourists directly pay to ride a horse ten times, then the cost is only around Rp. 3,200,000 - Rp. 3,300,000. In addition, for the cost of the service package provided by Pegasus Stable, generally a price of Rp. 4,000,000/month is given to leave one horse at Pegasus Stable, but if the horse owner wants to leave his horse in large quantities (eg 5-6 horses) and in a long period of time (say 2-3 months) a special price of IDR 2,500,000 - IDR 3,000,000 per month will be given for one horse. With the sport tourism package that is packaged as attractively as possible, it can attract all tourists, both ordinary tourists and special tourists who are interested in horse riding. In the service sector, Pegasus Stable also provides a variety of services that can be tailored to the needs of tourists. Like there is a horse stable rental service package + nurse + coach + use of the field arena. However, so far at Pegasus Stable, the package that is most in demand is the riding school package.
6. **Programming**
Then Pegasus Stable also has several special programs held. Pegasus Stable once held an annual event with the aim of spreading brand awareness of Pegasus Stable itself. This annual event started in early 2010, the match is referred to as the "Radius Prawiro Memorial Open". Besides aiming to expand brand awareness, the purpose of holding this annual event is to maintain relationships with other horse riders, then there is also a request from riders for Pegasus Stable to create their own annual event (Pegasus Stable is already known by many in the equestrian world) to collecting points from the riders. In addition, Pegasus Stable also has special events for tourists who want to celebrate their special day with a different atmosphere, Pegasus Stable provides the venue for use.
7. **Partnership (Cooperation)**
In the development of Pegasus Stable, of course there is cooperation with other parties as one of the marketing strategies to develop its products. Pegasus Stable has collaborated with the government. This cooperation system is proven by the presence of one of the athletes from Pegasus Stable who represents the parties government. For example, if the Bogor Regency government wants to take part in the equestrian championship and doesn't have a suitable candidate yet, the Bogor Regency government will invite Pegasus Stable to cooperate by providing one of its athletes as representatives from Bogor Regency. In addition, Pegasus Stable has also been involved in a national sporting event, namely PON. The cooperation system has similarities with providing the best athletes from Pegasus Stable to represent the province that invites cooperation. As of now, Pegasus Stable is collaborating with the government of DKI Jakarta Province and East Kalimantan Province. In addition to cooperation to represent the province in competitions, Pegasus Stable

often cooperates with the government in terms of renting the arena. As is known, there are very few arenas for equestrian competitions with international standards, for that the government generally rents a venue at Pegasus Stable to hold equestrian competitions. Apart from the government, Pegasus Stable also cooperates with foreign parties. Pegasus Stable will act as an intermediary between foreign trainers and Indonesian horse riders. Not infrequently there are several horse riders from Indonesia who want to be trained by a professional trainer with an international level, so Pegasus Stable is the right place to get an international trainer. Meanwhile, for other private companies, Pegasus Stable does not have any form of cooperation, on the grounds that the profits obtained from cooperation with private companies are less profitable for Pegasus Stable, but for some athletes from Pegasus Stable there are collaborations with private companies. For example, private companies sponsor equestrian equipment products (shoes, clothes) to athletes at Pegasus Stable.

8. People (Human Resources)

A marketing strategy that is no less important is the quality of human resources who provide services for tourists. Of course, Pegasus Stable has special requirements for employees who work at Pegasus Stable, but Pegasus Stable does not insist that the employee must have great work experience. Pegasus Stable is more concerned with the attitude aspect of prospective employees who will work at Pegasus Stable. If the prospective employee has a bad attitude but good work experience, then Pegasus Stable will not recruit the employee. However, on the other hand, if the employee has a good work attitude but no work experience, then Pegasus Stable will recruit the employee because it has the potential to develop for the better. The reason the attitude of the employees is the main factor is, because employees at Pegasus Stable will interact a lot with horses (living things) as one of the complementary tourism products. As with the groom staff, if the horse is not treated properly and properly, it will have a negative impact on the horse's condition, and the entire series of activities at Pegasus Stable which generally uses horses as a complement will fall apart and the quality of Pegasus Stable's service will only decrease. because of the low performance of the employees.

Meanwhile, for trainers at Pegasus Stable, a good track record is needed, similar to the selection of groom staff, the selection of trainers at Pegasus Stable is also seen from their attitude. Many candidates for Pegasus Stable coaches indirectly lied during the interview session, these trainer candidates admitted their prowess was above average, but it turned out that during a live practice session to see their abilities did not match what was said. Every month, employees and trainers will be evaluated for their performance over a certain period of time. If the employee and trainer's performance has decreased since the beginning of work, then Pegasus Stable will immediately issue them. In addition to the quality of employees and coaches, at Pegasus Stable every athlete is also considered.

The selection of athletes is the same as the selection of employees and coaches, where Pegasus Stable will see the abilities and attitudes of the athletes themselves. If the athlete's ability is still below average, but has good ability and attitude, then Pegasus Stable will recruit the athlete to be trained. In contrast to diving activities, in equestrian there is no special license for equestrian athletes, coaches and employees. This can happen because the sport of equestrian is still not in great demand by many people, so a special license is not really needed. A person can be recognized in the equestrian world not by his licence, but from the experience and activeness of every athlete and coach to be involved in a major race event. Then, at Pegasus Stable, there is no work contract system, either between coaches, employees and athletes.

b. Discussion

Pegasus Stable is a riding school that was founded in 1999, and is included in the sport of land tourism, referring to Suratmin's theory (2018:37). Besides aiming for fitness, equestrian sport is also a pleasure for certain people and to fulfill their desires (Law of the Republic of Indonesia No. 3 of 2005 article 1 paragraph 12). Pegasus Stable is intended to practice in the field of equestrian sports, this is in accordance with Spillane's theory (1987) where Pegasus Stable is included in the category of sporting tourism of the practitioners. Regarding the scope of sports tourism in Pegasus Stable, when viewed from the availability of tourism components, all tourism activities involve tourists, then Pegasus Stable is included in the category of active sport tourism based on theory according to UNWTO (2016). At Pegasus Stable, the attractions offered focus on natural tourism and special interests of tourists (Cooper 1993) (Suwena & Widyatmaja, 2017).

Based on the theory of Cooper (1993) Suwena & Widyatmaja (2017), regarding the tourism component, Pegasus Stable presents a series of attractions that become tourist attractions and can be enjoyed by visitors, namely riding schools, pony rides, and the location of the Pegasus Stable itself. Pegasus Stable also provides facilities and infrastructure/facilities for visitors. The facilities provided by Pegasus Stable are restaurants, resorts/stays, showers, seats, waiting areas and green fields. The accessibility aspect of Pegasus Stable also refers to the theory of Cooper (1993) Suwena & Widyatmaja (2017), in which the road to Pegasus Stable can be easily reached by

visitors because of its location close to toll roads and major roads, this ease of access which increases the interest of visitors to visit Pegasus Stable. travel to Pegasus Stable. Additional service aspects provided by Pegasus Stable are guest service and social media that help visitors if there are obstacles or problems in location, have also referred to the theory of Cooper (1993) Suwena & Widyatmaja (2017) because this additional guest service is useful as a complement that is provided not only to help visitors, but also to help Pegasus Stable itself to find out the needs of its visitors.

Pegasus Stable has fulfilled the four tourism components that refer to the theory of Cooper (1993) Suwena & Widyatmaja (2017), namely Attraction (attractions), Amenities (facilities), Accessibility (accessibility), and Ancillary Service (additional services). Pegasus Stable always tries its best to continue to develop these four components, because the development of tourist objects will affect the interest and attractiveness of visitors, this refers to the theory of Barreto and Giantari (2015: 34). One practice is to strengthen service information through social media. In addition, Pegasus Stable has also become an agent of development, which means that Pegasus Stable's efforts have had an impact on the government, business actors, and the community, referring to Yoeti's (2008) theory. In practice, Pegasus Stable has created jobs for the community, collaborated with overseas horse breeders, and collaborated with the government to organize national equestrian championship events.

In a marketing strategy, of course, it begins with doing three main stages to understand the market you want to target. Based on the Trackmaven theory (2020), Pegasus Stable succeeded in determining market segmentation, as evidenced by the research and observation phase of the tourist profile which was divided into several groups regarding the interests needed. The result of market segmentation carried out by Pegasus Stable is through the income level of tourists and the age of tourists who are interested in equestrian sports. Furthermore, Pegasus Stable has also succeeded in selecting the appropriate target market. Based on Hudson's (2008) theory, the appropriate target market is a group of customers whose needs are clear and producers can meet those needs. The targeting result of Pegasus Stable is to focus on the profile of customers who have high income. By determining the appropriate target market, Pegasus Stable is successful doing marketing manually by reaching the target market directly to come to Pegasus Stable. In positioning itself, based on The Economic Times (2020) theory, the right company position is if the company has the ability to determine the position of the products sold in line with the target market. Of course, Pegasus Stable has succeeded in positioning itself in line with the intended target market. Seeing the target market of Pegasus Stable which is the upper middle class, Pegasus Stable strives to continue to maintain a good reputation by increasing the level of Pegasus Stable's brand image, by being involved in national championships such as the ASEAN Games and SEA Games. Through the national championship, Pegasus Stable is able to attract the attention of tourists who have an interest in horse riding.

In addition to the three main stages in marketing activities, of course Pegasus Stable also has a marketing mix based on Marison's (2013) theory, namely:

1. Product, based on Kotler's (2006) theory, Pegasus Stable has succeeded in providing tourism products that have a variety of options and guaranteed quality, with this many ordinary tourists and tourists with special interests in horse riding are interested in visiting Pegasus Stable The products offered are horse riding, photoshoot, riding school, horse care, and racetrack rental.
2. Price, based on Marison's (2013) theory, Pegasus Stable has determined the price according to the target market and the products or services provided. Judging from the repeated customers, it can be ascertained that the quality of the product and the price given is in accordance with the target market of Pegasus Stable.
3. Place, based on Marison's (2013) theory, the location of Pegasus Stable is easy to reach by tourists even though its location is between two mountains. Accessibility to Pegasus Stable is easy for tourists to pass, because it has big road access and is close to the Bocimi toll road (Bogor - Ciawi - Sukabumi), but it is recommended to visit Pegasus Stable using private vehicles, because public transportation is still rare in the Pegasus Stable location area.
4. Promotion, based on Marison's (2013) theory, marketing activities carried out by Pegasus Stable are effective enough to introduce information from Pegasus Stable itself. In addition to using the manual method by approaching the target market, Pegasus Stable is also actively conducting marketing activities through the latest technology using social media such as Instagram and Facebook, as well as the strength of Pegasus Stable's reputation which causes word of mouth among tourists.
5. Packaging, based on the theory of Ryan & Hayes (2009), the packaging of tour packages provided by Pegasus Stable can attract ordinary tourists and special interest tourists. It is evident from the various choices of tour packages that are packaged at affordable prices.
6. Programming, based on the theory of Ryan & Hayes (2009), Pegasus Stable succeeded in creating a series of

additional events outside of the package provided, with this additional event, many tourists were increasingly interested in Pegasus Stable. It is evident from the holding of an annual event from Pegasus Stable which is awaited by many tourists, especially special interest tourists.

7. Partnership, based on Hafsa's (2000) theory, Pegasus Stable has succeeded in collaborating with other parties to grow its business and gain mutual benefits with the parties invited to cooperate. This can be seen from the cooperation between Pegasus Stable and the government, in addition to Pegasus Stable getting attention from various groups to be better known, the government in collaboration with Pegasus Stable also gets the advantage of winning in equestrian competitions. This collaboration between Pegasus Stable and the government is mutually beneficial for both parties to develop even greater.
8. People, based on Marison's (2013) theory, Pegasus Stable is able to have quality human resources in providing services and marketing activities to tourists. This can be seen from the many enthusiasts of riding school tourism products which are intended for ordinary tourists and new tourists at Pegasus Stable then become repeated customers.

CONCLUSION

According to the data obtained, Pegasus Stable offers various attractions, namely: riding school, pony ride, and views of the location itself. Facilities (amenities) at Pegasus Stable consist of restaurants/cafes, inns/resorts, bathrooms, seating, waiting areas, and green fields. Accessibility to Pegasus Stable can be said to be good because it is near the toll road and there is no need to pass through a small road, but the use of public transportation is not recommended because the bus stops and stations are far from the location. Additional services (ancillary services) at Pegasus Stable such as help centers or information for visitors still rely on social media such as Facebook pages or Instagram and guest services at the resort.

Pegasus Stable carries out a marketing strategy by determining market segmentation, namely through the income level of its target market and positioning itself according to the intended target market, such as positioning, namely the reputation of Pegasus Stable which automatically proves their high standards, because many ASEAN Games & SEA Games participants came from training facilitated by Pegasus Stable. Pegasus Stable also looked at the components of the marketing mix (8P) and adjusted accordingly. Starting from Products, providing facilities for riding, both for schools, photoshoots, horse care and rentals arena. Price, Pegasus Stable set a fairly affordable price compared to competitors. Location, which is easy to access. Promotion through social media, direct approach and word of mouth. Packaging provides attractive tour packages that are packaged at affordable prices, so that they are profitable and attract the attention of ordinary tourists and special tourists. Programming by holding an annual event that tourists look forward to specifically to maintain communication between horse riders. Cooperation, the existence of cooperation with the government and foreign parties. And finally, in human resources, there are human resources with the best quality through an appropriate recruitment process and evaluation process that is carried out regularly.

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