

# How Are Holiday Photography Startups “Disrupting” Indonesia Tourism Business?

## ABSTRACT

The era of disruption has had an effect on changing the business model of the tourism industry based on startups. This business model has changed a variety of tourism businesses, ranging from online travel agents (OTA) to culinary. One of the startups that are currently developing among the millennial generation is holiday photography. This phenomenon encourages researchers to examine the opportunities and challenges of the development of tourism startups, especially in the company “FAT” (under the pseudonym). More specifically, this study identifies business models and their market characteristics. Besides, this study also analyzes the opportunities and challenges of the emergence of these startups. This study uses a qualitative approach with descriptive methods to describe the phenomenon of disruption, startups business models, and illustrate the opportunities and challenges that may be faced in the future by “FAT” company. The sampling technique used in the study is Quota Sampling by involving 31 consumers who have used “FAT” services. This number is used by considering the limited number of consumers who have ever used this startup service. The primary data in this study uses netnographic techniques by observing “FAT”'s website and social media, as well as conducting interviews with key informants from “FAT”. Besides, this study also distributed e-questionnaires via Instagram's direct messages. The analytical method used for this research is interactive analysis, which divided into three stages, including data reduction, drawing conclusions, and presenting data. This research found that the tourism industry in the era of disruption emphasized efficiency and effectiveness strategies. This strategy is entirely appropriate when looking at market segments, most of which are millennials or active users of gadgets and social media. While some alternative strategies that can be done by a “FAT” company include focusing on brands, marketing techniques, attractive and popular tourist sites, service innovation, and collaboration with trusted local photographer partners. Considering the area of holiday photography research is still limited, this research expected to be a reference for further research, especially related to tourism startups. Besides, practically, the results of this study can be useful for tourism stakeholders to find out the challenges of business in the era of distraction and strategies for developing a business model based on startups.

*Keywords: Disruption, Tourism startups, Holiday Photography*

## 1. INTRODUCTION

Disruption is an innovation from the transition of conventional technology based on physical to digital-based technology that produces efficiency and has a direct impact on people's lives. Disruption occurs massively, starting from the government sector, economy, law, politics, health services, education, business, and even tourism (1). Disruption has also caused the impact of deflation or falling prices because the disruptor is very focused on the low-cost strategy and open-access by people, especially the lower middle economic

community. Conventional media has now shifted to the "virtual" world, which is based online and digital. One of the business characteristics that changes significantly is the way it serves and its consequences. Services become self-service and more efficient, meaning that everything might be completed at one time or "click" with smart devices (1). Industries with these characteristics are known as startups. Ghezzi & Cavallo (2) note that in the early stages of development, digital startups often experience innovation in their core values and business models. Innovation is a significant challenge for startups developers, so they are required to always deliver innovative products and services following the development of market characteristics.

On a global scale, one example of the most well-known tourism startups of its day was Airbnb. This startup has initially been a website-based company that allowed everyone to be able to rent out their residences as tourist accommodation. Its rapid development has proven the success of this company to date, which has sold millions of rooms per night every year. This phenomenon also introduces the theory of disruptive innovation, which conceptually used to refer to new business models built based on modern internet technology. The main attraction of this type of business is its low cost, minimalist facilities, and its potential to adopt local values or characters. These factors believe in having influenced typical tourist behavior, becoming more modern (3).

The phenomenon of disruptive innovation can occur in any economic sector, and the tourism sector is no exception. Some startups that are currently overgrowing include various types of e-money and fintech such as T-Cash, OVO, Funds, Credit, and GO-Pay. Whereas in the tourism business, it is currently starting to grow significantly with online travel agents (OTA), such as Expedia, Traveloka, Tiket.com, and Trivago (4–7). Although this website cannot yet match the services provided by conventional travel agents, they have potential convenience offerings such as cost savings and time efficiency. OTA has contributed significantly to the dramatic decline in the number of traditional travel agents. One extreme example that occurred recently is how Thomas Cook, one of the pioneers of the world's largest travel agent established since 1841 in Leicestershire, finally (in 2019) went bankrupt and was helpless against the "disturbances" of new startups (8). The theory of disruptive innovation has noted in most of these phenomena. Where startups like this initially interfere in a limited manner, but as their popularity grows, they can eventually capture and dominate the primary market (3). Kasali (9) adds that the era of disruption is an era that requires disruptive regulation, disruptive culture, disruptive mindset, and disruptive marketing. Where when the gasoline-powered car has replaced the horse-drawn carriage, the refrigerator replaced the ice factory; the insurance company cooperated with AdMedika, the change of the telegraph into a smartphone that was preceded by a landline telephone and cellphone. He also mentioned that the influence of technological advances dominated this change that increasingly made human life more comfortable. Technology has made all products into digital-based services and helped shape the new marketplace and platform in the community. The dominance of technology in the era of disruption seems to require humans to think comprehensively and act more quickly, not linearly.

In Indonesia, technology has developed significantly, with 2018 accounting for 64.8% of Indonesia's total population of around 264 million, having gained internet access, this growth has consistently increased at 10.12% from the previous year (2017), or more than 27 million inhabitants (10). This figure indeed can illustrate how the digital world has spread to all regions in Indonesia. Equitable access to the internet seems to be even more massive by pushing the internet program into the village, which is part of the government program (11). This program can undoubtedly support technological advancements in disadvantaged areas, especially in marginalized, smallest, and border areas, which are generally difficult to reach by communication facilities and infrastructure.

Technological developments have had a significant influence on the development of tourism in Indonesia. This fact reinforced by the existence of the development program of E-tourism or digital tourism as a product strategy and promotion of the government, especially the ministry of tourism and creative economy (12). Digital tourism is a digital platform that connects all tourism stakeholders that provides all information related to the administration of permits, events, to the existence of tourist destinations in Indonesia through applications that are easy to use by anyone, anytime and anywhere (13).

One sector that is adapting is the tourism industry, where one industry that is developing significantly in the digital age is the Online Travel Agent or OTA. The industry is rapidly responding to changes in market characteristics by making production, marketing, reservations, to payment transactions via the website or can be processed online and in real-time. In 2012 OTA was highly developed because many tourists felt the benefits of the OTA business process that offered competitive prices, adequate time, and after-sales guarantees. One of the most developed OTAs to date is Traveloka, which occupies the first rank with a total visit of 16.54 million at the end of May 2017. This phenomenon also occurs to its competitors, including booking.com, mister Aladin, Pegipegi (14).

Disruption in the tourism sector is increasingly unavoidable, especially with changes in trends in the characteristics of potential tourists, which are currently dominated by millennial generation (4,7). This generation encourages the emergence of various types of creative and unique tourism activities. They also convey a significant influence on the development of a tourist destination, especially since most are active users of social media. They often document and publish their activities on their social media accounts, including travel activities. as noted by Lo & McKercher (15), that more than 500 million photos are uploaded to social media every day. Touring activities are generally very popular with this generation because they are considered able to enrich social media content and increase impressions.

Traveler stereotypes that always carry cameras, lenses, tripods, and other photographic equipment, despite the cliches, have opened up insights about the firm and almost inseparable relationship between modern leisure travel and photography. As Sontag noted, "it seems unnatural to travel for pleasure without carrying a camera. Photographs will offer irrefutable proof that the trip has carried out, that the program or activity carried out, that the pleasure gained" (16). Since photography technology invented significantly, tourism activities are a part of the documentation as a way to commemorate tourist trips (17,18). Photography was initially an elite activity and was only carried out by professionals, the rich or the bourgeoisie, and travelers who were very dedicated to the tendency for scientific or artistic expeditions. In the late 1880s, the launch of a user-friendly, lightweight, and inexpensive Brownie camera made people accustomed to practicing photography on a significant scale. Now, a century later, it seems that photography is once again changing dramatically. Cameras and photos are digitized and integrated with 'new media' technology, such as the internet, e-mail, and cellphones. As a result, Kodak stopped selling conventional film cameras in North America and Western Europe in 2004. At that time, around 68 million digital cameras sold worldwide. Sophisticated digital cameras present Wi-fi technology for instant sharing from distant places (19). This development, in general, has given everyone freedom of expression through the medium of photography, or it seems that photography has become very personal.

Tourists are known to have the ability to choose specific images to be photographed as tangible proof of their travel experience. Chalfen named this ability as "home mode photography." The perfect holiday fantasy of most tourists appears greatly influenced by photo samples taken selectively by photographers (16). Albers & James (20) add that "travel

photographs are not only reflections of the "real" or visible world, but (instead) are intentionally formed social and meaningful representations" (16).

Although the relationship between photography and society has been explored simply by several writers, surprisingly, at present some empirical studies have emerged in the literature that attempt to investigate this phenomenon more systematically and precisely in the current tourism context (16). The relationship between photography and tourism appears to be increasingly complex, especially with the disruption of technological advancements. This phenomenon has also shown how photography has changed the way tourists enjoy tourist attractions, especially at this time they are more focused on documentation through the camera than enjoying directly through their five senses when they are traveling. This phenomenon appears as a "rejection" of the subconscious of tourists to the "real" existence that exists in tourist attractions. This phenomenon shows how most tourists tend to do photo editing or manipulate images they have taken before publishing them on their social media (15,16). This situation shows that tourists tend to want to display the picture that they "think" best (from their perception), rather than just showing the situation as it is or the "original" picture.

This shift in behavior is considered an opportunity for the development of holiday photography startups that can provide the best photography results, following tourist demand. The emergence of various startups such as Travelshoot, Sweet Escape, Buck's photography, Bali photographers, Flytographer, and "FAT" (under the pseudonym) marks how the photography industry has disrupted. These startups try to answer the market millennial needs for higher photo quality when traveling. One of the travel photography startups that is developing in Indonesia today is "FAT". These startups provide vacation photography services with the concept of "Sharing Economy." "FAT" is also a service-based platform that connects tourists and local photographers at tourist destinations so that consumers can capture special moments of their vacation with the best quality. These startups market their products through various social media, especially Instagram. The paperless concept is one of the trends of the digital era that inspired these startups, so that the photos no longer have to be printed, but instead store the photos in digital form. This issue is fascinating to be explored and has encouraged this research to focus on identifying opportunities and challenges of tourism startups distribution, especially on Frame, a Trip company. Specifically, this study wanted to find out the profile and characteristics of their markets and examine the adaptation of the travel photography industry in the era of disruption.

Moreover, analyze the opportunities and challenges of developing holiday photography startups in the future. Due to the limited literature that studies this area, this research seems to expect as a reference for further research, especially related to tourism startups. Besides, practically, the results of this study can be useful for tourism stakeholders to understand business challenges in the era of disruption and the opportunity to develop startups, particularly in the field of tourism.

## **2. LITERATURE REVIEW**

### **2.1 Disruption**

Disruption is a process. It does not happen instantly. Starting from an idea, research, or experiment, then the manufacturing process, to the development of a business model. This process can be said to be successful if, as a newcomer who develops a business starting from the lowest market point and is generally ignored by the incumbent, then slowly crushes upward, targeting the segment that has been controlled by the incumbent (15). In 1997,

Clayton M. Christensen introduced the theory of disruption, which means disruptive innovation. Disrupting innovations have firstly popularized with the term disruptive technology. Christensen introduces disruptive innovations as a form of disruption by newcomers who compete with established incumbent companies (14). According to Caecilia (21), the benefits arising from disruptive innovations include making it easier for consumers to meet their needs through technology, creating innovation-based competition, reducing the number of unemployed, and increasing economic growth, especially micro and medium industries.

## **2.2 Social Media and Tourism Startups as Micro and Small Enterprise (MSE)**

The startup is a new company that is struggling for its existence. These entities are primarily formed based on bright ideas and grow to succeed. As a modern company, this business tends to be online or digital media based. This online business activity can include online trading activities, providing services online, and many other types of businesses that we can find in various fields of industry. Therefore if someone currently has a unique business idea or product, they can instantly offer or sell it through the internet (22). This phenomenon also mentioned in the literature of management theory, organization, and entrepreneurship. However, a concrete definition of this business entity is temporarily unavailable.

As mentioned earlier, startups are rarely considered the main focus of theory in various domains. However, several theories implicitly appear as the "early theories" in the literature, which divided into three main areas: (i) organization, (ii) management, and (iii) entrepreneurship. Even so, the entrepreneurial theory seems to be the closest approach to startups. It might be due to several reasons. First, entrepreneurship is related to ideas, creativity, innovation, development of new products and services, opportunities, and the like. As such, an entrepreneurial theory is more likely to be considered at the initial stage of any business or organization. Second, in addition to entrepreneurial theory, organizational and management theory will emerge in the resource and organization management phase. Third, a startup is about realizing ideas into a real business, which is an essential point in entrepreneurial studies such as creating new businesses, creating value, utilizing opportunities, and evaluating and exploiting (23).

According to Hafidh (24), there are some opportunities and challenges to be highlighted when starting startups or transforming existing businesses into online-based businesses. Some of the opportunities include saving on rental costs, flexible and varied products, and easy access, anytime and anywhere for 24 hours. While some challenges that probably arise in online business, including requiring technical ability to understand websites and the internet, spending on gadgets, computer devices, and supporting software, as well as the risk of online fraud. This opinion is in line with the ideas of (23), where some of the main challenges in building startups are financial challenges, human resources, support mechanisms, and environmental elements.

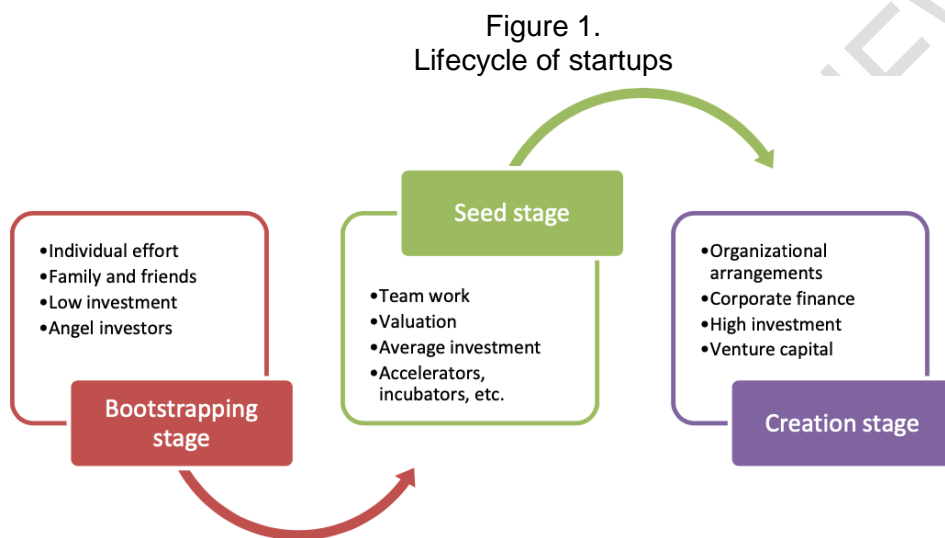
This online business has several types of templates or formats on the internet, such as websites, blogs, online stores or marketplaces, and other social media accounts. Social media itself is the latest development of new internet-based web technology, which makes it easy for everyone to be able to communicate, participate, share and create an online network so that they can disseminate their content. Blogs, tweeters, Facebook, Instagram, or YouTube, are some open access based media that used to publish directly to millions of people for free all over the world (25).

Nur Baiti (2018) argues that social media has several distinctive characteristics, including:

- a. Reach: Social media has a small-scale reach to a global audience.
- b. Accessibility: Social media is more accessible to the public at an affordable cost.

- c. Usability: Social media is relatively easy to use (user friendly) because it does not require special skills and training.
- d. Actuality (immediacy): Social media can provoke audiences' responses more quickly.
- e. Permanence: Social media can replace comments instantly or quickly make the editing process.

Also, based on its life cycle, startups look more diverse and complex, because the sequence of activities and stages of development is relatively varied among various startups. However, in general, a holistic perspective on the startup life cycle can be illustrated into several stages, including (Figure 1):



Source: (23)

At present, many countries around the world support the growth of startups in various sectors, including tourism. It is because of its characteristics as a micro and small company that believed to play an impact on people at various levels, mainly the middle and lower classes. In some instances, the participation of small businesses in tourism can help diversify income and contribute to poverty reduction (27). Therefore, the sustainable development movement has initiated and campaigned for greater participation of Micro and Small Enterprises in tourism. For instance, Agenda 21 for Tourism (28) calls for greater community involvement in tourism policy development (29–35). It initiates increased Micro and small enterprise participation and its impact on the local economy (27).

### 2.3 Photography, Tourism, dan Travel Photography

The term photography comes from two Greek words, photos, and graphs. Phos means light, while graph means to paint or draw. Thus, based on its origin, photography can be interpreted as "painting or drawing using light" (36). Photography carefully interpreted as a technique of painting through the medium of light. Photography is a combination of science, technology, and art. A harmonious blend between the three can produce excellent work. Of course, with the skills and special artistic touches of the photographer, a photo can be meaningful (37).

Meanwhile, according to Alwi (38), he said: "Photography is one form of non-verbal communication, namely image-based communication. Photography is one form of a photographer's expression of what he sees or enshrines, which communicated with the image to the audience". More broadly, photography emerges as a medium of visual images that connects a person with what he documents or what they make about him (20).

The composition seems to play an essential role in producing attractive and excellent images. The composition is the art of creating harmony through the method of division of fields by utilizing various available visual elements such as lines, shapes, light, colors, textures, and shadow light (39). Meanwhile, according to Wiyan (40), proper composition adjustment in a photo is the key to presenting a photo that has a pleasing to the eye dimension and also has regularity in the image so that the message to be conveyed will easily felt by people who see it. In addition to photography techniques, one of the factors that appear to be very influential on the quality of photographs is the photographer himself (the man behind the gun). According to Mulyanta (41), a photographer is a person who takes a picture (painting) with light through a film or surface that pressed. Photographers determine whether an image produced is the same as the original. Professional photographers classified into three, including photos of "Fine Art" (pure art) or a branch of photography based on the interests and preferences of photographers. Second, photojournalism or a branch of photography that displays explicitly photographs that have news value and are actual. Next is commercial photos or branches of professional photography, where photographers work to meet the needs of the advertising, sales, and exhibition industries for mass media or special publications.

While photographer standards for each company tend to be quite diverse, where "FAT" (42) is more focused on several points, including:

- a. Have a minimum of one year's work experience as a professional photographer and five years of experience in photography
- b. Have the ability to speak English both verbally and in writing
- c. Look attractive and have a good personality
- d. Has photographic equipment

Whereas standard Photographers at Flytographer (43) include:

- a. Have at least two years experience as a photographer
- b. Has a clear professional portfolio and shows compatibility with the Flytographer's style
- c. Have the ability to speak English both verbally and in writing
- d. Have a good personality, fun and easy to connect with people
- e. Has a modern style
- f. Have the ability and are eager to "show off" their city to tourists.

Holiday photographers are a startup that provides professional photographer services for tourists on their holidays. Today this business is developing by utilizing internet-based technology and information. These Holiday Photographers have the basic concept of providing personal, local professional photographers for those who are vacationing in a domestic or foreign sphere. This business aims to connect travelers with photographers who live in a tourist destination (44). This phenomenon shows that holiday digital photography can be so complicated and different according to how they are packaged, made meaningful, and carried out in specific contexts, by humans and 'non-humans.' These activities can include finding locations, framing, and taking photos, posing for cameras and choreography. Then the process is continued by editing, displaying, and circulating photos. Furthermore, finally, there is an unpredictable flow of photographs as they travel scattered through cables, databases, emails, screens, photo albums, and other sending media (19).

Photography and tourism appear to be intrinsically interrelated. Photographs play an important role in promoting tourist destinations, working through various media, including brochures, television advertisements, and picture postcards. This photo emerges to be part of the tourism semiotics. This view supported by the phenomenon where tourists often practice photography during their trips and enjoy tourist attractions (17,45,46).

The essential motivation of tourists traveling to destinations is to enjoy panoramas, views, and buildings. Besides, they also interact with local people, and other manifestations of a place that packaged to attract tourists through exposure to visual representations made in tourism advertisements, television broadcasts, films, brochures, travel books, and picture postcards. Often the location is related to iconic sites such as Uluru and red kangaroos in Australia; Statue of Liberty and cowboys in the United States; The Eiffel Tower in Paris; Borobudur Temple in Yogyakarta; Temples and Beaches in Bali, and various other iconic locations. The process of creating images or impressions has shaped the impression in the minds of tourists related to the place or thing they need to do. For this reason, Urry in Haldrup and Larsen states that "tourism is basically about 'consuming places' visually or virtually" (46).

Without a doubt, the modern tourism industry relies on photographic images represented by most tourism brochures and other marketing tools. Tourist behavior is also often criticized because their purpose of traveling tends only to get photographs that are identical to those that motivate him to travel (generally from various media publications). According to **Horne's comment** (16), That the camera has determined most of the sights that tourists wish to see. Moreover, one of the "tourism rituals" is to "look for" certain scenes that have been determined by professional photographers, then photograph these scenes in the same way as was photographed in the travel literature. This point of view is also generally preferred by fellow tourists, whereas Albers & James (20) argue this phenomenon proven by at least some tourists having photos that are similar to the photos in the brochure. He added that tourist satisfaction in traveling perhaps it can be measured by how they return to their home or place of origin with photographs that are similar or even the same as those contained in tourist brochures and postcards (16).

This phenomenon shows how photography plays an essential role in the development of the modern tourism industry. Through these media, tourism actors, especially the tourism industry, can create impressions and promote their tourist attractions more creatively and innovatively (17,18,47). Although, on the other hand, Barthes argues that photography has reduced or can even eliminate the sense of "nostalgia" for the experience because it has documented and packaged into a single emotional entity, experience, time, place, and other memory factors (15). Besides, one of the other issues that often highlighted is how the natives or hosts feel about being "seen" with or without still images and moving cameras. In this case, the use of cameras can conclusively influence the phenomenon of behavior and social change in local communities (48).

### **3. METHODOLOGY**

A qualitative approach was used in this study using descriptive methods. This approach uses to describe the phenomenon of disruption, especially **in holiday photography startup**. While the descriptive method uses to describe the development path of "FAT" and the opportunities and challenges that may be faced in the future (49). The sample used in the study is Quota Sampling involving consumers who already use the **holiday photography services**. Based on Sekaran dan Bougie (50), **quota sampling design allows for the inclusion of all groups in the system researched**. The unit of analysis is the **holiday photography ecosystem**. Data sources used are primary data and secondary data. The primary data in



this study used netnographic techniques by observing the holiday photography's website and social media, as well as conducting interviews with key informants. This study also disseminates e-questionnaires via Instagram direct messages involving 31 consumers who have used the holiday photography services to determine the characteristics of their tourists. While secondary data in this study is collected through books, journals, and various sources from internet media.

The analytical method used for this research is an interactive analysis that is divided into three stages, including data reduction, drawing conclusions, and presenting data. The duration of this study was carried out for six months, which lasted from February to June 2018.

## 4. RESULTS AND DISCUSSION

### 4.1 Result

#### 4.1.1 "FAT"'s actual market

Based on the results of processing the profile data and characteristics of "FAT" consumers can be seen in Table 1. Most users are women by 81%, where 88% of the total respondents are millennials aged 15-34 years. Based on Howe and Strauss (51), the millennial generation are the people born in 1982-2000. 74% of respondents are predominantly single. While seen from their educational background, 52% are High School or Vocational High School (SMA / SMK) graduates, 26% Strata 1 graduate, 12% Diploma 3 (D3) graduates, and 10% Graduate Level 2 (S2) graduate. Based on work, 48% of respondents are students or college students, 23% of employees, another 12%, 10% of housewives, 3% of managers, and 3% work as police officers. The average income of respondents is 29%, earning less than IDR 500,000, 32% with a total of 10 people earning IDR 500,000 - IDR 5,000,000, 19% with a total of 6 people earning IDR 5,000,000 - 10,000,000, and 19% with a total of 6 people earning more than IDR 10,000,000.

Table 1. "FAT" Actual Market

Demography	Options	Frequency	Answer Percentage (%)
<b>Gender</b>	Male	6	19
	Female	25	81
<b>Age</b>	15-24 years old	19	61
	25-34 years old	8	27
	35-44 years old	2	6
	>45 years old	2	6
<b>Education</b>	Senior High School	16	52
	Diplome	4	13
	Bachelor	8	26
	Master Degree	3	10
<b>Occupations</b>	Student	15	48
	Employee	7	23
	Housewife	3	10
	Manager	1	3
	Police	1	3

	Other	4	12
<b>Salary</b>	< IDR500.000,-	9	29
	IDR500.000,- - IDR5 million	10	32
	IDR5 million,- - IDR10 million	6	19
	> IDR10 million	6	19
<b>Type of Gadget Used</b>	Smartphone	31	100
	Tablet	7	23
	Laptop	31	100
<b>Social Media Used</b>	Instagram	31	100
	Whatsapp	28	90
	Facebook	21	68
	Line	20	65
	Google+	21	68
	Bing	3	10
	Linkedin	3	10
	Path	3	10
	Twitter	3	10
<b>Internet Usage Intensity</b>	1-5 hr/day	21	68
	6-10 hr/day	7	23
	11-16 hr/day	3	9
<b>Internet Activity</b>	News update	27	87
	Email messaging	16	52
	Social Media Access	29	94
	Streaming Video	22	71
	Travel Purpose	11	35
	Shopping	15	48
	Games	16	52
	Business	6	19
	Fashion	6	19
<b>Expenditure</b>	IDR500.000-IDR1 million	7	23
	IDR1 million-IDR3 million	8	26
	IDR3 million-IDR10 million	9	29
	> IDR10 million	7	22
<b>Travel Frequency</b>	Once a month	6	19
	Once a year	7	23
	Twice a year	18	58
<b>Travelling Funds</b>	Savings	24	77
	Parents	6	19
	Other	1	3
<b>Payment Method</b>	Bank Transfer	22	68
	Cash	9	29
	Voucher	1	3

Based on Table 1, it is known that tourists (consumers) “FAT” 100% uses gadgets and internet access makes it easy in everyday life. Moreover, for the type of gadget that is favored by tourists is a smartphone, only 23% use tablets. The average internet usage is 6-10 hours / day by 68%, 1-5 hours / day by 23%, 11-16 hours / day by 9%. The social media rankings used by respondents are Instagram, Whatsapp, Facebook, Line, Google+, Bing, LinkedIn, Path, and finally, Twitter. Instagram is a social media that must be accessed by respondents because it offers photo-sharing facilities that are used as a place to interact with followers in cyberspace. Activities are undertaken by respondents in using the internet vary. However, based on research results, the majority of 94% of respondents use it to socialize on social media, then 87% to read the latest news, 71% to stream videos or films, 52% to open or write emails, 52% to play games, 48% to shop, 35% for planning vacations, 19% for business and fashion.

Average respondent went on a tour for twice a year by 58%, once a year by 23%, and once a month by 19%. In traveling, the average expenditure of respondents 29% is IDR 3,000,000 - IDR 10,000,000, 26% as much as IDR 1,000,000 - IDR 3,000,000, 23% as much as IDR 500,000 - IDR 1,000,000, and 22% above IDR 10,000,000. The majority of sources of travel funds come from personal savings of 77%, from parents as much as 19%, and others 3%. The payment method chosen by respondents was 68% by transfer, 29% used cash, and 3% used vouchers.

**Table 2. Use of Frames a Trip and Impressions after Use**

Question	Options	Frequency	Answer Percentage
<b>“FAT” Usage</b>			
<b>Information Sources</b>	Social Media	20	65
	Friend	9	29
	Website	2	6
<b>Usage Frequency</b>	One time	27	87
	Two times	3	10
	Three times	1	3
<b>Photo Mates</b>	Family and Friend	18	58
	Themselves	8	26
	Group	1	3
	Other	4	6
<b>Motivation</b>	Hobby	20	65
	Occupations	1	2
	Prewedding	4	13
	Other	1	3
<b>Destination</b>	Overseas	16	52
	Domestic	15	48
<b>Photo Location</b>	Nature	18	58
	Cities	13	42
<b>Photo Style</b>	Free	29	94
	Hugging each other	4	13

	Holding hands	6	19
<b>Photo Attire</b>	Casual	31	97
	Formal	3	10
	Traditional	1	3
<b>Personal Appearance</b>	Light make up	15	48
	no makeup	15	48
	Full makeup	2	6
<b>Respondent's Impression of "FAT"</b>			
<b>Instagram Photos of "FAT" is attractive</b>	Strongly agree	25	81
	Agree	6	19
<b>News in "FAT" IG Account are update</b>	Strongly agree	6	19
	Agree	25	81
<b>Website looks attractive</b>	Strongly agree	6	19
	Agree	25	81
<b>Good Service Quality</b>	Strongly agree	6	19
	Agree	25	81
<b>Affordable Price</b>	Strongly agree	25	81
	Agree	1	3
	Disagree	5	16
<b>Decide to use because of photo uploads by "FAT"</b>	Strongly agree	2	6
	Agree	20	65
	Disagree	9	29
<b>Photo results affect Respondent's IG Account</b>	Strongly agree	6	19
	Agree	18	58
	Disagree	7	23
<b>Good Quality Photo Results</b>	Strongly agree	2	7
	Agree	27	87
	Disagree	2	6

Furthermore, researchers surveyed respondents' impressions of "FAT". Based on promotions carried out on social media, photos uploaded on Instagram make tourists interested in seeing them, 81% agree, and 19% strongly agree. Furthermore, 81% of respondents agreed that photos uploaded on Instagram provided new information, and 19% strongly agreed. Furthermore, respondents were asked to respond to the appearance of the "FAT" website, as many as 81% of respondents agreed that the website's appearance was attractive, and 19% stated strongly agree. In providing services, the majority of 94% of respondents agreed that "FAT" provided excellent service, and 6% strongly agreed. For the services offered, 81% of respondents agreed that the costs were relatively affordable, 3% strongly agreed, and 16% stated they disagreed. The photos uploaded by "FAT" determine the decision to use services, the survey results state that 65% agree, 6% strongly agree, and

29% disagree. Furthermore, 58% of respondents agreed that the results of a “FAT” photo affected their Instagram, 19% strongly agreed, 58% agreed, and 23% disagreed. The results of a “FAT” photo were stated well by 87% of respondents, 7% strongly agreed, and 6% disagreed.

## 4.2 Discussions

Documenting travel when traveling today has become a trend along with the increasing use of social media in Indonesia. Based on the actual market, a “FAT” survey, it can be seen that the market segmentation of “FAT” is young age (88% of the respondents are 15-34 years old). Based on Howe and Strauss (51), people who was born in 1980-2000 are categorized for millenials generation. They have characteristics that are more fluently in technology so that almost all activities are carried out using internet (52). They use gadgets, especially smartphones that are practical in their use. The most frequent activity of respondents is accessing social media and is followed by the latest information updates. It can be said that social media has now become a primary need. The most popular social media respondents are Instagram. In the research of Damanik, et al. (4), Instagram is one of the best social media, according to respondents. Features on Instagram are very varied, ranging from photo uploads, activity status, photo editing, to games.

A Startup business that emerged in the era of disruption has a great opportunity in its development because of the ease of access to information, promotions, and interactions with consumers. This business spurred the emergence of a startup business with unique core business and is a hallmark of the digital age business. “FAT” provides new services in providing photography services that have become a necessity for existence on social media. More than half of respondents answered taking pictures to become a hobby, so that the market opportunity is very wide open. One of the challenges of “FAT” is to have many competitors who are no less good in quality and service, so they need to continue to innovate and increase consumer confidence. There are still some statements that are not approved by consumers, including the basis for making decisions in purchasing services not because of photos uploaded by “FAT”. Furthermore, there are still respondents who disagree that the quality of the results of a “FAT” photo is good. Finally, “FAT” is considered to still not have a significant effect on respondents' Instagram accounts, for example, in terms of rising likes or followers.

### 4.2.1 “FAT”'s Opportunity and Challenges

Researchers conducted a SWOT analysis to compile the strengths, weaknesses, opportunities, and threats of this start-up business, so the strategies for developing this business were then formulated. SWOT “FAT” matrix can be seen in Table 3.

	<p align="center"><i>(STRENGTHS-S)</i></p> <ul style="list-style-type: none"> <li>a. Founders of a "FAT" is a public figure</li> <li>b. The price offered is relatively affordable compared to other Holiday Photographers such as sweetscape, travelshoot and flytographer</li> <li>c. Consumers can choose a theme for the photo results in the form of Signature Style, or Monochrome Mood and Rustic Vibe</li> <li>d. Clients are given the option of a photographer and a portfolio of photographer shots, so they can choose the photographer that suits their tastes</li> <li>e. "FAT" in collaboration with well-known companies such as Blibli.com, Pegipegi, Airasia, and The Ritz Pacific Pacific Place</li> <li>f. "FAT" has also been published in news media such as Metro tv, CNN Indonesia, Detik.com and Okezone.com</li> </ul>	<p align="center"><i>(WEAKNESSES-W)</i></p> <ul style="list-style-type: none"> <li>a. Destination that are offered are still few</li> <li>b. Collaboration with local photographers is still small</li> <li>c. Does not have its own application</li> <li>d. New business model and must be introduced to consumers</li> </ul>
<p align="center">OPPORTUNITY-O</p> <ul style="list-style-type: none"> <li>a. The need for holiday photographers is increasing</li> <li>b. The tourists have Instagram social media</li> <li>c. The Trend shows photos while on vacation</li> <li>d. Ease of business in the</li> </ul>	<p align="center">SO-STRATEGY</p> <ul style="list-style-type: none"> <li>a. Involving a famous public figure to strengthen "FAT" branding.</li> <li>b. Endorsing celebrity partners in marketing activities</li> <li>c. Promoting on social media, especially Instagram</li> <li>d. Give a giveaway to customer users who post the results of their photos to social media</li> <li>e. Expansion of cooperation with other start-ups, for example in the form of incoming and outgoing links</li> </ul>	<p align="center">WO-STRATEGY</p> <ul style="list-style-type: none"> <li>a. Researching tourist favorite tourist destinations</li> <li>b. Study tourist behavior and trends to increase profitability</li> <li>c. Creating applications to provide ease of service</li> <li>d. Consumer education through social media about this business</li> </ul>
<p align="center"><i>(THREATS-T)</i></p> <ul style="list-style-type: none"> <li>a. Competition with other holiday photographer businesses such as sweetscape, travelshoot and flytographer</li> <li>b. Changing trends</li> <li>c. Almost everyone has a gadget with camera</li> </ul>	<p align="center">ST-STRATEGY</p> <ul style="list-style-type: none"> <li>a. Continue to make service innovations to stay competitive</li> <li>b. Improving service quality by offering services according to trends</li> <li>c. Building an image with good quality and affordable prices</li> <li>d. Offering professional photography services including editing and ensuring quality foto</li> </ul>	<p align="center">WT-STRATEGY</p> <ul style="list-style-type: none"> <li>a. Extending collaboration with trusted local photographers</li> <li>b. Expansion of service areas in tourist destinations</li> <li>c. Offering services according to trends</li> <li>d. Offering service differentiation rather than similar service providers</li> </ul>

**Table 3. SWOT Matrix**

In developing a start-up business, the use of massive internet technology is a means of adjusting to market characteristics and the latest trends. In its development, "FAT" as a provider of new services that appear in the disruptive era must always provide innovation in accordance with the character of service users. Based on the results of the study, Generation Z is a market segment in the "FAT" services. They tend always to follow the latest trends, so "FAT" should also adjust. The SWOT matrix is made to describe what the Strength, Weakness, Opportunity, and Threats of a "FAT" business are in order to develop a development strategy quickly. The SO strategy focuses on strengthening branding and marketing services. Having a co-Founder of a public figure has a higher chance of improving the image. Besides that, it is easier to collaborate with other celebrity colleagues for endorsement. Establishing cooperation with other start-up businesses that already have a name will also increase consumer trust, one of which can use backlinks that are interlinking business sites with one another. Links (inbound links, backlinks, or external links) are important factors that can affect search ranking in search engines (Lewis, 2018). Also, it is necessary to do digital marketing optimization, such as email marketing or endorsement on social media. Next to the WO strategy focuses on research on destinations and tourist behavior to provide the services needed. For example, they are looking for popular destinations that are of interest to generation Z and to facilitate the "FAT" service creating internet-based applications. The advantages of application include being easy to develop, easily accessed, easy server setup, information easily distributed, and more flexible. For the ST strategy, "FAT" must focus on service quality and keep innovating exceeds consumer expectations. For example, they must ensure better and more professional photo quality compared to taking photos with a camera or personal consumer gadget. As for the WT strategy, "FAT" must strive to expand the reach of services in popular tourist destinations and ensure cooperation with local photographers who are trusted and have excellent skills. Besides, "FAT" needs to differentiate services to have unique characteristics compared to similar service providers. According to Kotler (53), differentiation is designing company differences from competitors' offers. This strategy can maintain customer loyalty because customers get more value compared to other products.

## **5. CONCLUSION**

Based on the results and previous discussions, this research concludes that the tourism industry in the era of disruption emphasizes or leads to efficiency and effectiveness strategies. This strategy can be said to be appropriate if we see a market segment that is predominantly a millennial generation or active in using the gadget and social media and often uses the internet to facilitate their daily needs. Alternative strategies based on internal and external factors in a "FAT" business include strengthening branding and marketing of services, research on destinations and tourist behavior to provide the services needed, focusing on service quality and constantly innovating, expanding the range of services in popular tourist destinations and ensuring cooperation with a trusted local photographer.

Various issues surrounding tourism startups are very relevant for all tourism stakeholders, including academics, tourists, local communities, tourism bureaus, and the government. Also, many problems are related to the emergence of tourism startups that can "disrupt" other industries, including the accommodation sector, travel agents, car rentals, tour guides, and private flights. Therefore, the results of this study are believed to offer exceptional practical value, especially in the era of Indonesian tourism, which is preparing to face the 4.0 industry.

## COMPETING INTERESTS DISCLAIMER:

Authors have declared that no competing interests exist. The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

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