

Proposing a Marketing Framework for Sustainable Community-Based Tourism: Case Study on Patengan Village

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ABSTRACT

The concept of Community-Based Tourism (CBT) has been widely used in many tourism destinations worldwide, and one was found in Patengan Village located in Bandung Regency. CBT is proven as an effective approach to create sustainable tourism. The CBT applied in Patengan Village is organized by village-owned enterprises (BUMDes) by managing several local businesses. However, many local businesses failed to compete with private-owned businesses who dominate the tourism industry in Patengan Village. Therefore, this research aims to develop a marketing framework for sustainable community-based nature tourism in Patengan Village, with the hope that in the future, these local businesses will complete the diversity of tourists attraction and produce economic benefits for the local community. Using an applied approach, this study offers a unique and realistic perspective to a conceptually drawn framework. The results enhance the marketing practice, and also offer suggestions on how local community involvement could include tourism activities in nature tourism and become part of a sustainable nature tourism paradigm.

Keywords: *Community-based tourism, sustainable tourism, nature tourism, marketing framework*

1. INTRODUCTION

Various studies on community-based tourism (CBT) and sustainable tourism have been conducted within these past three decades. When developed effectively, CBT is believed to be able create jobs for the local community, offer additional income, diversify livelihood sources, and empower the community [1]–[3]. Many believe that a well-managed and more collaborative approach of CBT can lead to a sustainable tourism development [4], [5], as a pathway to economic development [6], particularly in developing countries [7], [8]. A successfully managed tourism industry will result in a higher level of Gross Domestic Product (GDP) since up until today, the tourism sector is the fourth largest contributor to foreign exchange for Indonesia (9.3% of the total economic sectors that make up GDP) [9]. Therefore, the development in this sector becomes very important for national development. In order to achieve a sustainable CBT, marketing plays a vital role because of its ability to not only create economic benefits but also beyond that, sustainable tourism [3], [10], [11].

One of the tourism destinations that has applied CBT is founded in Bandung Regency, more specifically Patengan Village. According to the data collected by the local government (Dinas Pariwisata dan Kebudayaan) in 2018, Patengan Village dominated the tourist visits by 89% compared to other destinations in Bandung district Dinas Pariwisata dan Kebudayaan. 7 out of 11 tourism destination in Bandung district is also located in Patengan Village [12]. In other words, Patengan Village could be identified as a promising tourism object. Also, Patengan Village is blessed with abundant natural resources ranging from waterfalls, craters, lakes, hot springs, valleys, caves, deer captivity, to hectares of tea-plantation. These natural resources should increase resident's environmental awareness, then lead to the local's habit to protect these resources as one of the ways to serve a high-quality tourists' experience [6], [11]. Act No 10 of 2009 about Tourism in article 4 explains that tourism aims to improve the welfare of people, increase economic growth, solve unemployment problems, and at last conserving nature, the environment and resources [13]. Some businesses that are owned and managed by local communities of Patengan Village are proof on how CBT is applied earnestly. However, these local businesses tend to be dim and are less known compared to the privately owned businesses in the area, although these businesses absorb some of local labour,

most of them only occupy the lower positions. Therefore, local businesses still need to be developed to achieve tourism goals, namely the welfare of citizens.

Many local businesses based on CBT have collapsed, mainly due to its inability to access the right market [14], [15]. These local businesses eventually end up choosing to partner with tour or travel agencies to make up for their shortcomings in terms of marketing their travel products and services [16]–[18], which also happened in Patengan Village. Even if communities have control over their development, “local control is not necessarily the ‘good thing’ that many writers imply, particularly where that control is in the hands of development-driven politicians” [19]. Along with the condition of BUMDES (Badan Usaha Milik Desa i.e Village-Owned Enterprise), the control of BUMDES has not necessarily been a success in community involvement for the tourism industry. The huge potential of Patengan Village needs further improvements to help its tourism industry progress and sustain, thus, development of CBT and marketing skills becomes important for Desa Patengan to help solve this problem.

2. OBJECTIVES

Community is a very elusive and vague term. It is used to refer to not only a locality (e.g. a village community) but also a network of relationships [20]. In the context of sustainable tourism development, the importance of CBT has clearly been recognized. Unfortunately, most of Patengan Village were lack of people involvement, whereas a lot of tourist attractions that can be developed through the community. While less of marketing skill and knowledge are the problem that needs to be addressed in order to develop a successful CBT program. Probably the most promising niche for developing CBT in the Bandung Regency program is the Patengan Village area, identified by the Bandung Regency Tourism Office as one of the major growth markets in Bandung Regency. Patengan Village has a high potential to achieve success by implementing CBT with a comprehensive marketing strategy. Consequently, this paper employed a qualitative system dynamics approach to explore the fit framework for sustainable Community-Based Tourism.

3. LITERATURE REVIEW

3.1 Community-based Tourism

Community based tourism (CBT) was initially emerged during the 1970s and built upon the concept of sustainable development as it emphasizes a more comprehensive and equitable development in terms of local community participation [21] [8]. This participation could be in the forms of planning, creating, even more, managing tourist products [14] [20]. Definitions of CBT have been stated by many from various points of view. International Labor Organization (2005) defines CBT as a form of any tourism business or organisation managed by a community, using its inheritance assets, where its revenue came from the services that the community offer with the aim that tourists can experience first-hand the culture of the community. Furthermore, Spenceley (2008) stated that CBT is “a project or program, or collective action of a group of people that belong to a community that decided to participate in, or develop together a small to medium scale local tourism industry” [15]. Using both definitions, it is clear that the key concept in developing CBT is participation.

According to Dodds et al. (2018), there are three types of CBT, which are: 1) the type where the members of community are employed using a rotation system, the profit are allocated for future projects or shared to residents, 2) the type where the projects are involving group or family initiatives that are still a part of the community, while using community assets, and 3) the type where community, or group and family within the community, creates a joint venture with people or organizations outside the community. Although in reality, more often than not these three types are often intersect due to the involvement of many other stakeholders outside the community whose presence are providing benefits for the local community, such as privately-owned businesses, individually-owned community-based businesses, the government, cooperatives, associations, etc. CBT differs from any other forms of tourism since, rather than setting profit maximization, its main purpose was heavily focused on maximizing the benefits of all community shareholders in order to develop a sustainable community [5], therefore, can lead to sustainable development.

3.2 Sustainable Tourism Development and Marketing

The concept of sustainable tourism was first developed following the popularity of the sustainable development concept in the late 1980s and early 1990s [22], [23] as a response to the growing recognition of potential in the tourism industry [24]. Many argue about different perceptions of 'sustainability' for tourism development, however, majority agrees that the term 'sustainable' is not limited to resource conservation which the tourism industry heavily relies on [25], but defined broader to achieve an economic, social, and environmentally balanced result [26]. The goal of any type of tourism, whether it is CBT or not, is to achieve sustainability [3], [11]. All the actors in the tourism industry then have to understand that in order to achieve this goal, doing business just as usual will not help [3], but creating an effective managerial framework that is flexible and comprehensive will. This managerial framework should cover all aspects of tourism such as attractions, destination objects, hospitality providers, transportation, and tour operators. Furthermore, the framework should also take into account the collaboration between all parties involved are arranged effectively to be able to balance the supply side and the demand side of the customers [3], or in other words, taking a serious consideration of the role of marketing. Many agree that marketing is a powerful tool to not only create economic benefit, but also to achieve a broader objective of tourism business, which is sustainability [3], [24], [26]. Hence, it is important to address marketing on this matter to help a tourism business or industry sustain. Sustainable tourism using an approach of CBT can only be realized by creating a short-term strategy. As discussed in the previous paragraph, a short-term marketing strategy will be the main focus of this research to slowly achieve the goal of tourism, sustainability.

3.3 Tactical Marketing Strategy

The emergence of integrated marketing communications (IMC) has become one of the most significant examples of development in the marketing theory [27]. One level was used in tactical marketing, defining the tools and techniques we have to take action [28]. The principle of building a tourism object, definitely needs to plan its destination marketing, and it is very important to think of this planning as consisting of short-term (tactical) time dimensions, while the tactical dimension is 1–2 years ahead [29]. Several marketing tactics are considered to stimulate reciprocity,

which strengthens the relationship between customers and organization [30]. In organization perception, the detailed description explains how the tourism object develops its marketing activities and programs through the PRICE model, summarized by Planning, Research, Implementation, Control, and Evaluation [29]. This model will evaluate and capture valuable information about which marketing tactics are most effective, what types of tourists are most likely to come, which customers are most profitable, and how the market in general develops during this time. In service marketing, in particular, two-way communication is an important strategy for increasing companies' bonds with their customers [32]. Furthermore, tourism objects employ various marketing tactics to not only focus on new visitors but also to foster long term relationships with every stakeholder to drive of tourist satisfaction, the image of the destination, and tourist loyalty towards the destination [33].

4. METHODOLOGY

This study is a contextual research as one of the functions of qualitative research which works by exploring and describing the understanding and perception of participants about certain phenomena they experienced [34]. The primary data was collected using a focused-group discussion (FGD) technique to gain better insights on community members and local government's perspective, attitude, and feelings. Almost all the interviewed respondents agreed to ask a basic demographic information and data on their main job, experience, their hustle job, travel experience, hobbies and the use of new information about Patengan Village. A total of 12 stakeholders were participating in this discussion that was held in August 2020. FGD was conducted with the Regional Government, represented by civil servants who had strategic positions in the Tourism and Culture Department in Kabupaten Bandung, as members of discussion. In addition, local communities who acted as tourism entrepreneurs in Patengan Village, such as travel agents, employees of tourist destinations, youth organizations, etc., are involved in the FGD. As an observer, countless hours were spent socializing with local community and informally talking to them. The profile of the participants in FGD is shown in Table 1. The collected data was analysed using qualitative descriptive techniques.

Table 1 The profiles of FGD's participants

Participant		Occupation	Duration being Tourism Activist
Name	Code		
Andirana	A	Travel Agent	> 10 years
Dede	B	Employee of Walini Hot Springs	> 10 years
Madru	C	Employee of Cimanggu Hot Springs	> 10 years
Faisal	D	Employee of Cibuni Crater	> 10 years
Ridwan	E	Head of Youth Organization Patengan	1 years
Wendi	F	Employee in rural office	6 months
Ayep	G	Head of Citizen associations 16	2 years
Husep	H	Employee of Situ Patenggang	7 years
Amir	I	Head of Citizen associations 04	> 10 years
Iwan	J	Head of the hamlet	> 10 years
Moheem	K	Bandung Regency Tourism and Culture official	>12 years
H. Asep	L	Head of Patengan Village	>10 years

5. RESULTS

The results from FGD indicate that the village has formed a small organization (Village-Owned Enterprise) to contribute to tourism economic cooperation that involves the community, namely BUMDes (Badan Usaha Milik Desa). The obstacles faced by Patengan Village is the low quality of human resources who are unaware of the importance of tourism, creativity, and are lacking skills in exploiting tourism opportunities as well independently managed tourism development. Moreover, local tourism products that

already exist are still not widely known due to the lack of expertise of the communities in conducting promotions. In line with the objectives of this research, as well as considering the results of the FGD that has been carried out, we propose a model to be applied by Patengan village so that the effectiveness of existing community-based tourism can be increased through a structured and sustainable marketing program as shown in Figure 1.

Destination marketing planning must not be improper, but requires a systematic, step-by-step approach. Rather than making quick and arbitrary decisions, a careful and thoughtful approach of research-based planning must be followed to make the best choices. This approach is now described in the five destination marketing system (DMS) steps; planning, research, implementation, control, and evaluation.

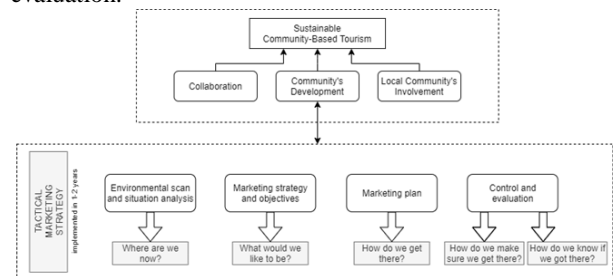


Figure 1 Marketing Model for Sustainable Community-Based Tourism

6. DISCUSSION/CONCLUSION

The only way to overcome this type of situations is to be realistic when planning CBT, taking into the operational, structural and cultural limits to community participation [35]. Based on the process of qualitative systems dynamics the primary and secondary data collected, to create a sustainable CBT, Patengan Village has to implement an effective collaboration with all stakeholders and increase community involvement through the community development program, more specifically related to marketing aspect as also stated in previous studies [3], [10], [11]. Marketing aspects are important to improve the performance of local businesses run with CBT concept, not to compete with the existing privately owned businesses in the area, but to progress together in creating sustainable natural tourism. Figure 1 shows that Patengan Village has to implement tactical strategy in its first 1 – 2 years. This strategy consists of 4 sequential processes, namely:

1. Environmental scan and situation analysis, is the means by which a business can identify its own strengths and weaknesses as they relate to external opportunities and threats.
2. Marketing strategy and objectives, are developed in the second step. These should be based upon the strengths, weaknesses, trends, challenges, opportunities and threats identified in the first step. Hence, considers the ideal strategy for the upcoming marketing period.
3. Marketing plan, is decisive things for a business as it evaluates the company, gives directions and guidance, and enables to set objectives and to identify alternatives and strategies.
4. Control and evaluation, is an integral part of the planning process and is vital to the effective implementation of the marketing plan.

The results showed that 4 sequential processes are useful for community planning organizations and destination management organizations by caring for all stakeholders in the community. Based on the idea of sustainable tourism, this local organization (BUMDES) needs to create ideas by communicating with local communities as well as visitors. Educate and inform local communities to strengthen the tourism industry. It will also allow a stronger understanding of the impacts tourism is having on communities and the actual impacts resulting from tourism.

7. RECOMMENDATIONS

One of the main keys to the success and implementation of sustainable tourism development in the community is the support of all stakeholders, (for example citizens, entrepreneurs, and community leaders). If the proposed model can be successfully implemented, we suggest that Patengan Village should be created a Destination Management Organization (DMO) in a small scale level. DMO is an organization formed to coordinate and integrate all elements of destination mix, which consists of events and attraction, accommodations and facilities, transportations, hospitality resources, and infrastructure. DMO also encompasses all of the destination marketing process including branding, image-making, and communications [29]. By developing DMO, all tourism activities including the collaboration between local community, governments, and private-owned tourism businesses will be managed, therefore will lead to a faster track to reach a sustainable community-based tourism. The DMO have focused on the tangible parts of developing the product, they must

incorporate both the tangible and intangible aspects of tourism for all stakeholders.

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