

Developing performance excellence guidance for rural tourism (case study: wangun lestari village, Bandung, West Java, Indonesia)

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Abstract. In response to Indonesian Ministry of Tourism objective to develop and improve the performance of tourism destination, specifically on rural tourism, Where there is no well-prepared implementation yet by the local government due to constrained human resources and lack of management knowledge and stakeholders. This research aims to develop an integrated rural tourism concept at Wangun Lestari Tourism Village. The Guideline of Rural Tourism Development of Ministry of Tourism, Malcolm Baldrige's Performance Excellence, SWOT Analysis, and Value Proposition Analysis will be used to help to design the Rural Tourism program. The result of this research is a comprehensive concept of Leadership, Strategic Planning, Customer Management System, Knowledge Management, Workforce Engagement, Operation Focus and also Evaluation Metric for Wangun Lestari Tourism Village.

1. Introduction

The spirit of the central government of Indonesia to develop the tourism sector is shown by setting this sector into top ten priority industries. Tourism sector development has not been maximally developed. Ministry of Tourism Republic Indonesia has socialized the National Program of Community Empowerment Tourism since 2009. Until now, there are 569 villages have become the object to be developed as a tourism destination (Ministry of tourism). However, It appears the program does not seem on the right track, not focus and is poorly understood by local governments and very weak on implementation. This is because there is no clear strategic planning for each destination targeted. This is necessary for village apparatus to work more focused because they do not seem to be able to develop the right program. Therefore, a government who could identify their tourism and potential values would manage better they potentials as a tourism destination

Desa Pasir Mulya has an area of approximately 442 ha square. The village of Pasir Mulya is divided into three hamlets consisting of twelve communities of residents, and forty-two group of neighborhoods. Its population density is 5722 peoples into 1756 families.

Pasir Mulya as a tremendous potential to be developed, the object of development is the whole village which includes human potential (human resources), natural resources and technology, and covers all aspects of culture and livelihoods in the countryside. The uniqueness of the coffee harvest required



facilities to support it as a tourist destination. Reciprocally, the local governments of Pasir Mulya realizes their potential but lack of initial research and lack of design their strategic planning. Pasir Mulya will become the object of this research.

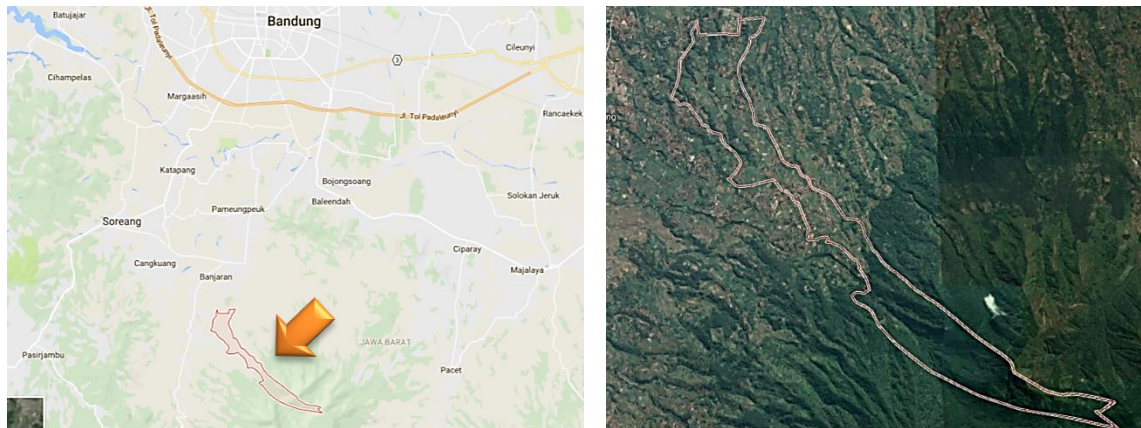


Figure 1. Map location of Pasir Mulya Banjaran Bandung West Java

2. Literature Review and Hypothesis Development

2.1. Rural Tourism Development Guideline of Ministry of Tourism

The tourist destination is a geographical area in one or more administrative areas with attraction, public facilities, accessibility, and interconnected communities and pairs the realization of tourism[1]. Tourism Products is a series of activities, that consist of services and benefits gained that form or constitute a person's overall experience as a tourist[2] [3]. Tourist Attractions is anything that has uniqueness, beauty, and value in the form of diversity of natural wealth, culture, man-made products that become the target or destination of tourists [4]. Rural tourism is a type of tourism product located in a village (or part of a village, such as a hamlet) or in some villages that form a unity of rural areas, developed without having to make rural areas change drastically into urban areas. Generally small scale[5] [6] [4].

Table 1. Elements of Rural Tourism Development (Guidance of ministry of tourism)

Elements of Rural Tourism Development consist of:	Destination / Area Identity; Regional; Product Element in Rural Tourism; Tourist Attraction; Activity; Accessibility; Amenity and Society
Service in tourist destinations:	Investment; Tourism Industry; Institutional; Marketing

2.2. Malcolm Baldrige's Performance Excellence

Malcolm Baldrige Performance Excellence is an established, robust and becomes a standard model(Granite State) wherein the objective is to enhance and empower the competitiveness of the organization[7] and is strategically used in U.S business[8]. Widely used as an approach to identify the role-model of an organization (Foster), it help to evaluate the improvement and disseminate the best practice[9] to the organization and industry such as Cargill,Inc, Tata Group, and also Brand such as Jaguar Land Rover, and also help Ford Motor to through Detroit city recession, health care[10], education and nonprofit sector[8] [11] [12]. Malcolm Baldrige Performance Excellence consist of Leadership; Strategy; Customer; Measurement, Analysis and Knowledge Management; Workforce; Operation; and Result. As a result, hypothesize of the study related to performance excellence is:

H1: How is the performance of Pasir Mulya Government in preparing its village as one of the rural tourism destinations

2.3. SWOT Analysis

SWOT analysis is an approach used to analyse the strengths and weaknesses of an organization. This approach should be taken to analyze and evaluate in order to determine strategic steps to achieve predetermined goals and objectives by the organization[13]. With this approach, the Pasir Mulya government organization would be able to clearly discover the internal and external situation[14] and help them to determine strategic and tactical programs to help achieve long-term and short-term goals. As a result, the hypothesis to the study related to SWOT is:

H2: How is the SWOT analysis of Pasir Mulya Government and Village?

- *Value Proposition*

The value proposition is a model used to assist organization to evaluate their value[15] on developing attributes of the product/service offered to the target market[16]. In connection with the objective of the Pasir Mulya, it is very important to identify the values and potential of their village to help develop distinctive value proposition and choose the right strategy and create their competitive advantage [17]. The result of this study is to propose a rational and relevant benefits[18] of Pasir Mulya. As a result, hypothesize to the study related to Value Proposition is:

H3: What is the value proposition of the Pasir Mulya Government and Village?

- *Proposed Strategic Program of Rural Tourism Destination for The Government of Pasir Mulya Village*

After gaining the information of the evaluation and the insight with the Performance Excellence, SWOT and Value Proposition method, the result will become as a guideline to develop the value proposition for Pasir Mulya local government in order to achieve excellence performance as a rural tourism destination village. Furthermore, it comprises of a concept of Leadership, Strategic Planning, Customer Management System, Knowledge Management, Workforce Engagement, Operation Focus and also Evaluation Metric for Pasir Mulya Village Government in developing a comprehensive program of rural tourism destination for Pasir Mulya. As a result, hypothesize to the study related to the Strategic Program of Rural Tourism Business is:

H4: How the Proposed Strategic Model of rural tourism destination for The Government of Pasir Mulya Village?

3. Methodology

3.1. Unit Analysis

This study used both deductive and inductive approaches. The deductive approach used self-administered questionnaire framework based on Malcolm Baldrige Performance Excellence indicators. Inductive approach conducted the unit analysis[19] of the Pasir Mulya local government organization consist of Village headman, staffs in the organization structure and, Rural Forest Community(LMDH) organization, through and grounded theory for performance. Also, the observation was conducted in six months focused on evaluating the performance dimensions of the local government and organization through clear perspective based on Guideline of the ministry of tourism integrated with Malcolm Baldrige Performance Excellence and integrated with SWOT analysis and Value Proposition of the organization and village as their purpose to become a rural tourism destination.

- *Research Framework*

The research analysis framework of this study is illustrated as follow:

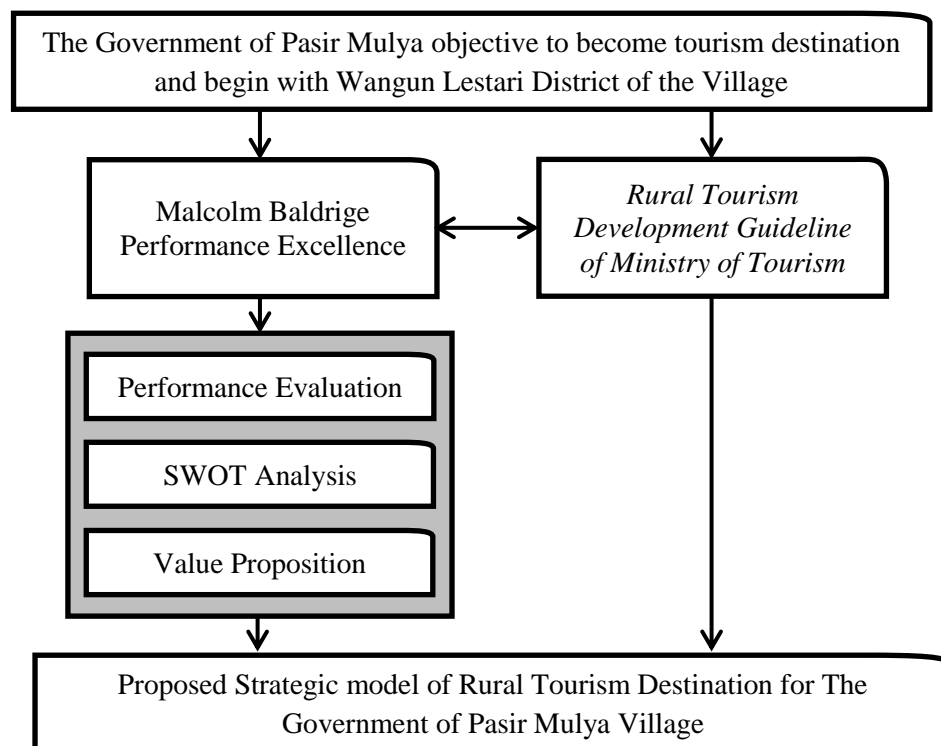


Figure 2. Research Analysis Framework

• *Measures and Reliability*

In order to obtain content validity, this study followed the standard from the guideline of rural tourism by ministry of tourism. Recommended procedures from Cooper and Schindler[20] were followed through identifying the existing scales from the literature and conducting interviews with panel of experts (including academicians and practitioners from the industry), asking them to give their comments on the research questions. The expert team members for the content validity consisted of headman, supervisor level, senior farmers from the coffee farmer community (LMDH), senior staffs, and senior and chairman of the neighborhood. The instrument developed with a point scale based on Malcolm Baldrige performance evaluation[11]. A pilot study was administered to 10 expert researchers on performance study. The goal was to examine the content validity of the questionnaire and getting feedback concerning technical issues associated with the structure and length, statements clarity and terminologies, and its layout and presentation. The result indicated no serious difficulties in the content.

4. Research Result

4.1. Performance of Pasir Mulya

The unit analysis consisted of the headman, supervisor level, senior farmers from the coffee farmer community (LMDH), senior staffs, and senior and chairman of the neighborhood. The instrument of Rural tourism guideline of Ministry of Tourism has integrated with Malcolm Baldrige performance evaluation. The results of the analysis are as follows:

Table 2. Performance Evaluation of Pasir Mulya Government

No	Performance Excellence Indicators	Sub point	sub total	Total
1	Leadership 120		83,25	
	Senior Leadership 70	39,00	(69,37%)	

	Governance and Societal Responsibilities 50	30,00	
2	Strategic Planning 85		48,50
	Strategy Development 45	27,50	(57,05%)
	Strategy Implementation 40	21,00	
3	Customer Focus 85		39,00
	Voice of Customer 40	20,40	(45,88%)
	Customer Engagement 45	18,50	
4	Measurement, Analysis, and Knowledge Management 90		38,50
	Measurement, Analysis, and Improvement of Organizational Performance 45	21,50	(42,77%)
	Knowledge Management, Information, and Information Technology 45	17,00	
5	Workforce Focus 85		40,40
	Workforce Environment 40	21,60	(47,52%)
	Workforce Engagement 45	26,30	
6	Operations Focus 85		36,00
	Work Processes 45	11,00	(42,35%)
	Operational Effectiveness 40	25,00	
7	Results 450		186,00
	Product and Process Results 120	50,00	(41,33%)
	Customer-Focused Results 85	20,00	
	Workforce-Focused Results 85	44,00	
	Leadership and Governance Results 80	44,00	
	1. Leadership (15)	(10)	
	2. Governance (15)	(8)	
	3. Law and Regulation (10)	(3)	
	4. Ethics (20)	(12)	
	5. Society (10)	(7)	
	6. Strategy Implementation Results (10)	(4)	
	Financial and Market Results 80	28,00	
	TOTAL		457,40 (45,74%)

From Malcolm Baldrige criteria of an organization, the result of the performance evaluation for the Pasir Mulya government is Early systematic Approach with the total point at 457,40 or 45,74%. This stage indicates that the local government is at the stage of beginning to carry out operations with a repeatable process, evaluation, and improvement and an early managed coordination among organization unit and society community groups. Strategy and quantitative goals are being defined.

- *Leadership*

From all the categories, as the result shown in percentage, Leadership has the highest point with 69.37%. It is The village headman is considered to have good leadership skills. All leader of neighborhoods Association (RT/RW) has coordination activities with other village apparatus. For now, they have conducted a Weekly Report from RT / RW regarding activities and situations that occur in their respective villages but still limited to verbal. Headman is monitoring frequently by coming directly to its citizen. However, it still limited to personal initiatives and not yet well-directed and well-planned. They are still reactive when the problem has occurred.

Similarly, the limited human resource is one factor for this government organization to be able to apply the work effectiveness in its environment. This can hinder the achievement of government goals that have been translated into their programs.

- *Strategic Planning*

The local government is passable in developing and strategizing the strategic planning. They are aware of the limited funds from central government so that it chooses the priority in budgeting. In relation to the vision and objectives to become a rural tourism destination village, the current strategic planning is not yet clear enough. They are still focusing in improving the infrastructure. Not much opportunity to develop because there is no structured program to measure and identify value proposition by the area. The limitation is a small area and low bargaining power become the problem of the local government to develop and design the distribution ecosystem for coffee farmers as a potential value proposition and competitive advantage of this village cannot be executed and implemented properly. Although it has been realized by the local government and leaders, there is no specific guidance to carry out the program as a tourist village, making the direction is not focused and tend to run the program reactively.

Limitation of funds from the central government is still a constraint for its development to become a tourist destination village. However, a credit should give to the headman regarding his on-going efforts and approaches to other villages and landowners to establish a public road from the main road leads to his village. The goal is to shorten the access from the main road to the village of Pasir Mulya from 6.2 miles become 1.25 miles.

- *Customer Focus*

The village head Pasir Mulya already has an initiative by providing phone numbers that can be contacted by residents and other village apparatus. But this is not accompanied by other senior seniors. In general, the village head is overwhelmed to improve the program to bring potential customers and tourists to their place. The existence of LMDH itself is still not effective because of communication problems that have not been maximized and there is no openness yet. Support as a tourist village is not there so it will affect the awareness of prospective newcomer's first-time visit. Likewise with distributors buyers of coffee not recorded properly.

- *Workforce Focus*

The recruitment process for community apparatus (RT / RW) by headman has applied minimum standards. However, in the work activities are often still not able to work with priority. They still have to be trained and equipped with expertise in organizing their work. Although the vision-mission and the village development plan have been prepared by the district government, they are not perform and not to focus yet. It can be seen from the evaluation of the performance evaluation and observation of the village apparatus working result is a lack of target oriented. However, the kinship atmosphere is well embedded among employees. There is no clear job description yet, the limited number of workers demanded that workers work in multitasking. Mutual grace, mutual care of foster care is being the key they can still work with each other. Discipline improvement in the work environment is indispensable regarding some undisciplined employees in working hours.

- *Operation Focus*

Employees who are currently not able to manage their work effectively are been facilitate to help them in achieving the target. The timing of the Village Head in coordinating and evaluating the work of the village officials due to the coverage of the village area that must be reviewed is too large; the impact is the lack of control and monitoring.

- *Customer-Focused Results*

The relationship and the level of satisfaction of the citizens towards the performance of the Pasir Mulya village employee are bind up, but there are still some areas of its citizens still complain about the slow development in their areas such as repair of damaged roads, drainage, and main road development.

- *Workforce-Focused Results*

Conducive working atmosphere but not accompanied by the expertise of employees will not support to achieve the target. Population data collection has not been specific, such as grouping population data based on income, work skills, education level. In addition, updating the population data was not well managed, therefore, the current population data is not in accordance with the actual conditions in each village area.

- *Leadership and Governance Results*

The village headman gives direct access for the villagers to communicate directly such as direct complaint reports, coordination with the community apparatus (RT/RW), and other forms of communication. This has a very positive impact on the sustainability of the village and helps the headman can immediately take action.

- *Financial and Market Results*

Financial management is well managed refers to the priorities and needs of each village of the administrative area of Pasir Mulya. However, due to the absence of internal audit control in the using the funds makes the government is a lack of construction program.

4.2. SWOT analysis of Pasir Mulya Government and Village

The results of the SWOT analyze were carefully measured and assessed. The assignment of the weight and rating were based on observation, the Guideline of Ministry of Tourism and studying the result of Malcolm Baldrige Performance Excellence evaluation. the SWOT analysis is as follows:

Table 3. SWOT Analysis Metrics

Criteria(s)	Weight	Rating	Weight Score	
Strengths	• A village with landscapes that are suitable for trekking, camping, and outdoor activities both individuals and groups	0.09	3	0.27
	• Coffee is the main crop grown by its inhabitants	0.10	4	0.40
	• Arabica coffee grown by local coffee farmers, entering into the top six of 74 coffee species at Specialist Coffee event in Atlanta, USA	0.07	4	0.28
	• People with high solidarity with each other	0.06	3	0.18
	• The friendly attitude always reflected by the villagers towards the visiting guests	0.07	3	0.21
	• Coffee grown using 100% organic fertilizer to produce Arabica coffee quality	0.08	4	0.32
	• Malabar radio station site and other historical sites of the Dutch heritage	0.04	3	0.12
	• Spot photos with a historical sites on Puntang Mountain	0.03	3	0.09
	• Clean and abundant water resources flows continuously	0.04	4	0.16
	Weaknesses	• Promotion Village tourism is still lacking	0.12	4
• Few public transport and facilities		0.08	2	0.16
• Organizational structures not meet the needs of village tourism development yet.		0.07	2	0.14
• Access from the main road is not well-established		0.05	3	0.15
• The concept of rural tourism development that is still not focus and well-organized yet.		0.05	2	0.10
• Lack of central government support for the development of arabica coffee cultivation		0.05	2	0.10
TOTAL		1.00		3.16

Criteria(s)	Weight	Rating	Weight Score	
Opportunity	• Central Government of Indonesia has determined tourism as one of the Top-10 priorities for 2017 Program	0.06	2	0.12
	• The interest of local investors who are starting to glance at the world-quality coffee Puntang	0.10	2	0.20
	• Rural atmosphere with coffee plant characteristics	0.12	3	0.36
	• Information through internet could be main media to promote the village value proposition	0.12	3	0.36
	• Puntang Coffee as a winner at the SCAA Coffee festival could become an opportunity to build awareness in the International market	0.12	4	0.48
Threat	• There is no significant contribution on the people's economy from coffee sector	0.12	4	0.48
	• Financial support from province government is low	0.12	2	0.24
	• Adventure tourism activities are not well managed that it potentially damaged the existence of the natural environment	0.07	2	0.24
	• Limitation of knowledge in using the computer	0.07	2	0.14
	• Obstacles related to land acquisition will make a road that will shorten the distance to the wangun village sustainably, from the previous 6,2 miles to 1,25 miles	0.10	2	0.14
TOTAL	1.00		2.72	

From the SWOT analysis, it showed Pasir Mulya village need to work hard regarding their goal to become a rural tourism destination. The threat is still big but also its opportunities are very given the village potential to utilize it as they have a better on Strength.

4.3. Value Proposition of Pasir Mulya Village

After analyzing the information gathered during six months of field observation and deep interview on local government, villagers, coffee farmers, community, and coffee distributor, the value proposition for Pasir Mulya village is shown below. The performance evaluation from Malcolm Baldrige approach is also used to get valuable information related to the value of the village:

Table 4. Value Proposition model of Pasir Mulya Village

Key partners	Key activities	Value Proposition	Customer segments
Province government of west java; Ministry of tourism; Local government of tourism agency; Travel agency: traveloka.com; Educated and professional diverse tourist workers; Researcher related to rural tourism;	Integrated the farmer lifestyle and synchronized to the rural tourism attraction; Collaboration with investors; Focus on the ongoing program to create shorten access from the main road to the village; Construction development of rural tourism destination	Cultural heritage; Coffee Puntang is International winners at SCAA Festival at Atlanta USA; People with high solidarity with each other; The friendly attitude always reflected by the villagers towards the visiting guests; High quality of Coffee grown using 100% organic fertilizer to produce Arabica coffee	Tourism group aged from 7 to 65 years; Group of local people lives in the big cities; Group of international tourists interested in rural lifestyles of Indonesian people particularly coffee farmer lifestyle; Group of people interested in rural tourism destination;

	quality; Malabar radio station site and other historical sites of the Dutch heritage; Spot photos with a historical sites on Puntang Mountain;	Group of people interested in rural tourism destination;
Key Resources	Channels	
Large area of coffee plantation; Historical sites on Mount Puntang; Available access to the village; Natural culture lifestyle;	Travel agency; Web portal; Website related to tourism activities; Researcher who continuously doing research in Pasir Mulya village;	

4.4. Proposed Strategic Program of Rural Tourism Destination

From the analysis with the above approach, this study is to get some information so that researchers can provide insight and information that poured into the strategic program for the government of Pasir Mulya associated with the goal of becoming a rural tourism destination.

Table 5. Performance Excellence Proposition for Pasir Mulya Government

Proposed Strategic Program
IMPROVE PERFORMANCE
Leadership Communicate continuously the vision and values, promoting the ethical behavior, and create a systematic cultural model of the working environment as a rural tourism village to all the apparatus of the local government of Pasir Mulya.
Strategic Planning Involve all the apparatus and senior citizen and coffee farmer community in the planning process. Design the works system integrated with local culture. Headman dare to challenge all the apparatus to change the organization culture become more target and objectives oriented.
Customer Focus Headman dare to challenge all the apparatus to change the organization culture become more customer oriented.
Measurement, Analysis, and Knowledge Management 90 Design a specific indicators and evaluation metrics to evaluate, monitoring and improve performance of each department in the organization.
Workforce Focus Training and workshop need to be designed and executed immediately to improve the working quality
Operations Focus

Innovation is need to be design for the Pasir Mulya as a rural destination for their competitive advantage.

Results

Regarding to the low grade on this criteria, Local Governemnt and the leader are must be challenged to become a role model as a result oriented worker.

From the result of SWOT analysis, Pasir Mulya is in the fourth quadrant. It means the result suggests the strategy of the local government of Pasir Mulya to become a rural tourism destination is Grow and Build. The result of the value propositions suggested to Pasir Mulya regarding to their SWOT analysis are they need to develop their Cultural heritage, develop their communication objective as an international Coffee winners, Strengthen their culture as a high solidarity and friendly village, maintain and promote their high-quality coffee grown that is using 100% organic fertilizer to produce Arabica coffee quality, create business plan for investor to rebuild the site of Malabar radio station and historical sites of the Dutch.

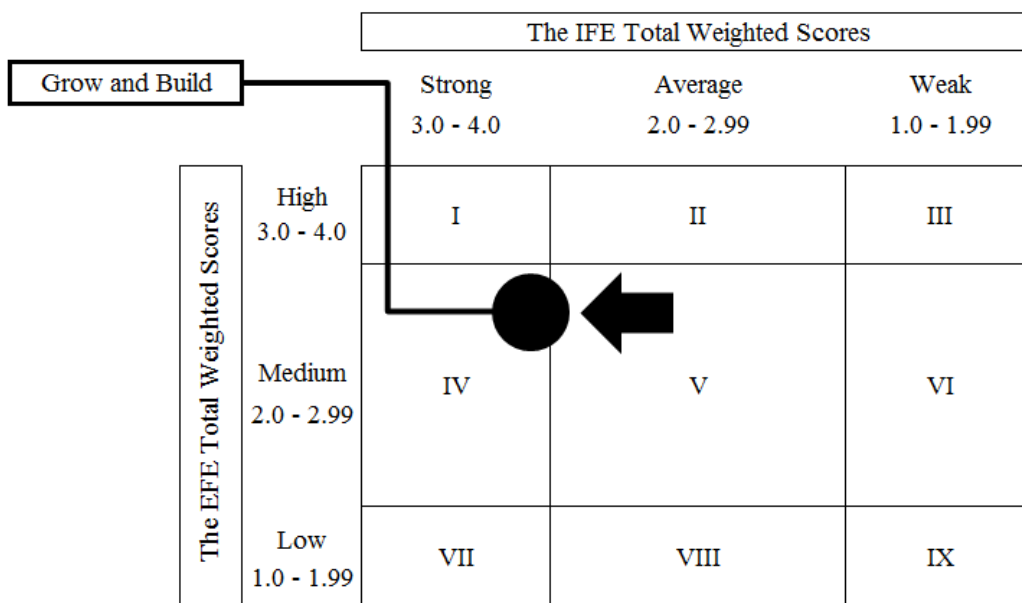


Figure 3. Metrix SWOT Analysis

5. Conclusions

Pasir Mulya is one of the potential villages to become a rural tourism destination. Local government is a determining factor in creating a development program and as the significant actor to implement and monitoring activities to achieve the goal.

Malcolm Baldrige approach was used regarding to analyzing the local government performance related to its purpose to create its area as tourism destination. Malcolm Baldrige itself is for non-profit organizations. In general, from the evaluation results using the Malcolm Baldrige approach, the Pasir Mulya Government has begun to realize that setting the direction and planning is necessary for their organization especially related to the planning of the development of the region which has a wider impact on the local economy growth and the life of the villagers themselves. Leadership is quite visible in the activities. Pasir Mulya is potential as a rural tourism destination by developing specific and valuable attributes that can be a value proposition that can be a unique competitive advantage.

6. Limitation

In the research area of tourism destination, this study could not find a research study that focus on analyzing the local government. Whereas, they has a significant role in developing the strategic plan either as an investor as well. Likewise, their commitment to consistently develop its territory is highly recommended. Also, Malcolm Baldrige has never been used yet as a research tool on local government in Indonesia regarding as a tourism destination. Therefore, there are needs further research studies to support Indonesian government programs with its objectives to execute the strategic planning related to development from rural areas that have the potential to become rural tourism destinations.

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