

Using importance and performance analysis to direct emerging rural destination development

Johannes^{1✉}, Edward²

Doctoral program, University of Jambi

Abstract

Stakeholders' role in developing new tourist destinations is significant, especially in emerging destinations where the villagers or community needs to be involved. Accordingly, the research purpose is to explain stakeholders' appropriateness attributes in terms of importance and performance. Therefore, we surveyed with various institutions eight tourist stakeholders with a sample size of 65 units. The analytical tool used IPA, which used a Cartesian diagram to show attributes position. The result showed that the area (I) improvement should focus on tourist information and communication, and area (II) should be maintained; natural, transportation, destination activity, village involvement, and village government role. Furthermore, area III is the low priority due to the high performance: accommodation and culinary. Finally, the ignore area (IV) is the activity package, tourism networking, transparency program, finance support, and human resource competence. Hence the main problem of the stakeholder holder's perspective is the coordination program. The local government could consider stakeholder's flexibility practice to enhance the destination by addressing each attribute to different stakeholders to be their functions. They must update them with contextual and relevant things about rural destinations.

Key words: Local government; rural tourism; tourism official; tourist guide

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✉ Corresponding Author

Email Address: johannes@unja.ac.id

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INTRODUCTION

Rural tourism development is an essential part of Indonesia's national tourism industry which focusing on five premium destinations development: 1) Labuan Bajo, 2) Mandalika, 3) DanauToba, 4) Likupang, and 5) Borobudur. The government formulates five directions to support the tourism industry: 1) alignment of spatial planning, 2) connectivity, 3) development of facilities and infrastructure, 4) human resource training, 5) promotion of local community products, and 6) promotion of destinations. That direction is in line with 100 thousand homestay programs at the villages, which expect to increase tourist length stay. Furthermore, rural destination establishment is also supported by rural funds prepared by the government to build rural infrastructure, including village tourist destinations (Christian & Dharmayanti, 2013; PUPR, 2020).

The mainstream of tourism development is justified by people's effortless movement from one country to another. Dwyer et al. (2008) argued that in 2020, the global tourism determinants are: a shift in the use of leisure time, a change in the tourism environment, a change in customer value, the power of politics, and the use of technology that massively progressed. Accordingly, Kusni et al. (2013) showed that the increase in Malaysia's tourist visits was also due to a decrease in tourists' relative price to Malaysia.

Matviyenko & Okllovyh (2018) noted that rural tourism's terminology referred to several terms: environmental tourism, agro-tourism, and others. However, he emphasized that the activities and services are designed and carried out by villagers hosting tourists. Contrastly, Buckley (2010) introduces adventure tourism where the activities include: hunting, hiking, camping, provided that what tourists enjoy is not made by human hands but found in nature. In Indonesia, according to legal documents, rural tourism term is not explicitly found (Pemerintah RI, 2009), but several authors use the term rural tourism (Susyanti & Latianingsih, 2013); (Priasukmana & Mulyadin, 2001) and (Syafi'i & Suwandono, 2015). Recently, rural tourism has been more popular as part of the village's development program where the Indonesian government allowed the village funds for rural tourism development.

Rural tourism management is complicated for several actors with different perspectives, and policies were found and having a different focus an action. They may cause various programs and implementations that affect destination slow performance. Accordingly, several authors noted another rural tourism issue: Chiu, Zeng, and Cheng (2016) and Greaves and Skinner (2010) argued the importance of rural tourism branding as part of development. Kastenholz et al. (2018) noted the importance of the tourist experience in practicing rural tourism. Additionally, Benur & Bramwell (2015) explain broader concepts that destination managers can carry out: product development, concentration, diversification, thematic, and synergy between products in destinations.

Furthermore, the managers offer various services in different destinations to satisfy the tourist. Kotler & Keller (2016) identified the services as attributes, where most marketers add many kinds to the core service. If they are appropriate with the tourist expectation, tourists perceived more experienced and satisfied. Nair et al. (2015) explained the attribute's role that has a multi-dimensional substance. He noted three villages' tourism classification attributes: culture, nature, and heritage. Furthermore, Rajaratnam et al. (2015) propose eight: amenities, accessibility and logistic, core tourism experience, hygiene, information, security, value for money, and hospitality.

Adeyinka-Ojo et al. (2014) propose a framework to diagnose rural destinations, DMMO (Destination marketing and management organization), to reveal destination performance. It describes the marketer and management's primary activities to produce the way to improve the destination performance. He justified the idea for many stakeholders involved with a different role and status concerning the tourist object. So the challenge is to keep harmony with the inter-stakeholder relationship to allow them to in all society levels (Tinsley & Lynch, 2008).

Furthermoder, Adeyinka-Ojo et al. (2014) enhance rural tourism destination criteria as 6As: Attractions, Accessibility, Amenities, Available Packages, Activities, and Ancillary Series. He noted that this approach is also shifting, changing among stakeholders, but most importantly, stakeholders gain mutual benefits.

The rural destination has a unique demand where the tourist expects an opportunity to interact with the environment and authentic objects. So, environmental sustainability becomes an important determinant for all the activities are related to the environment, culture, and local norms. Sasu & Epuran

(2016) hence added the importance of creativity and authenticity to sustainability aspects. World Bank Group (2017) added the sustainability aspect to those attributes; Kunasekaran et al. (2017) suggest the importance of indigenous sustainability measures, and Ming et al. (2019); said that local governments should consider any income gaps that arise from developing a single destination.

Additionally, a distinguished determinant is a network that provides value to all elements (Van der Zee, E., & Vanneste, D. 2015). Kelliher et al. (2018) stated the role of trust in building the network. Romeiroa & Costab (2010) noted that networks create cohesive destination service and sharing resources will enable an innovative response even to the local market. To manage such attributes is not easy for the owner, the manager, for they are separated, so its management tends to be carried out by the community. Therefore, rural tourism services are a combination of service elements and tourist interactions with villagers (Minkiewicz et al., 2014, 2016).

The success of rural tourism development at the emerging phase is determined by many stakeholders, local board planners, tourism affairs, tourism associations, and hospitality industries. They state their mind on the attributes required at a particular time. Their role is to direct tourist resources managing, preparing governmental funds and policies, and setting up tourist networks (Ateljevic, 2009; Kompula, 2016; Schianetz et al., 2007)

Many researchers have recently shown that rural tourism development must meet the sustainability aspect: society, economy, and environment requirements. Aall, C. (2014) emphasized efforts to maintain sustainability as worth promoting in destination management. Campón-Cerro, A. M., et al. (2017) noted that the principle of managing the destination's sustainability becomes a support for competitiveness.

Accordingly, several authors focused on different points to develop rural destinations explorations, and they are the importance of destination image, destination competitiveness, promotion need, and the role of rural tourism as a development tool (Buhalis, 2000; Chiu et al., 2016; Herawati & Purwaningsih, 2018; Neumeier & Pollermann, 2014).

To explore destination attributes and the performance, several authors used IPA (Importance and Performance Analysis). Martilla and James (1977) firstly introduced IPA in the service field. It depicts them in the IPA diagram to point out things to be improved. Many authors used it for the hospitality industry to measure customer satisfaction, describe the tour guide orientation in the rural tourism business, and diagnose stakeholders to prioritize (Lai & Hitchcock, 2015; Zhang & Chow, 2004). Contrastly, research on stakeholders' perspectives' role is rarely conducted but their contribution to enhancing rural tourism destinations, especially in the emerging phase.

Thus, this research aims to explain the appropriateness between important attributes with their performance from the stakeholder perspective. So we can suggest related improvements to enhance the destination's performance.

METHOD

We do several activities to conduct the survey

Population and Sample. The population is a stakeholder who has a function to establish activities, policies over the tourism activities. They are members of institutions or business tourism practitioners; thus, the sample is chosen in the purposive technique, where the eligibility is determined to the specific institution criteria. Then, according to the institutions sample could be 65 units (Malhotra, N. et al., 2007).

Variables. The variable consists of respondent characteristics; tourism attributes, 6 As (Attractions, Accessibility, Amenities, Available Packages, Activities, and Ancillary Series), sustainability, and destination network.

Data analysis begins with measuring each of the three concepts, 6As, sustainability, and network. So there are 15 attributes obtained along with their respective mean. Furthermore, the SPSS 21 program can place the average value's location into the 4 IPA quadrants.

Data gathering. The primary data collection uses a structural questionnaire. It enriches observations and focuses group discussions (FGD) with key stakeholders to explore related data.

RESULTS AND DISCUSSION

General Description

Until 2019, there are 12 rural destinations in the Regency of Kerinci. Two of them are Lekuk Lima Puluh Tumbi (LLT) and Rawa Bento (RB), which have received recognition from the local Government, LLT in 2016, and RT in 2019. LLT refers to history where a group

of people (50 households) first inhabited the site (Lempur), while RB refers to swamps' local grass. These two destinations interact with Kerinci Sebelat National Park (TNKS), where it's recognized as a preserved or protected area by the World Bank. Concerning brand, Bassols (2016) said it represents the destination and globally reflects the country. The name becomes apart of positive tourist perception. Otherwise, Seraphin et al. (2016) noticed to avoid the name from the negative thought that a particular destination has perceived.

Destination numbers increase due to government programs to prepare village fests yearly. Hence villages official established the Village Owned Enterprises (Bumdes) to manage various businesses, including tourist destinations. The presence of Bumdes as a village management institution does not always work well; conflicts arise with previous stakeholders involved. Johannes (2017) reported that one of the conflicts is caused by the stakeholders' unfair perceptions of the revenue generated from tourism activities.

Concerning the local government official, there is a lack of supportive understanding of their tourism program. The destinations are in the district area, but the supporting parties such as hotels, banks, travelers are located in cities. The two governments' role is not synergized yet to market the destination. The digital marketing model that has been widely used should have been built to make it easier for tourists to reach the destination.

The sample size consists of 65 units who held some professions: 1) youth representative, 2) tour guides, 3) tourism offices, 4) local planner officials, 5) hotel managers, 6) transportation, and 7) and others. Percentages of each respondent based on their role are as follows: 1) Local Planner (8.2%), 2) Local Tourist Affairs (25.8%), 3) hotel management (24.2%), 4) Transportation (13.2%), 5) tour guides (7.4%) arts and cultural organizers, and others (12.1%).

Regarding tourism activities, respondents who have taken part in tourism training are 51.5 percent and have not is 48.5 percent. The local government yearly programs include selecting youth as tourism endorsers as part of tourism communication. The new program introduced in 2019 was bicycle racing conducted by the regency government, Shinkaruk d'tour. The government includes massive activity, picking bulk tea leaves, and legalize mass marriages to enhance tourists' awareness. Such an enormous way made significant events perceived beneficial due to many stakeholders involved for a moment, but the effect did not last long. Such promotion can be more effective if it includes rural tourism resources and rural tourism actors.

Importance and Performance Analysis

Technically, IPA analysis put the attributes score into the diagram with different substances according to the boxes' position. So, the process of IPA analysis starting by calculating the 15 attributes score shown in Table 1.

Table 1.

The average value of the importance and performance of the 15 tourism attributes

Tourism Attributes	Mean Importance Rating	Mean Performance Rating
Natural	6.462	5.800
Culinary	6.323	5.51
Transportation	6.431	5.08
Accommodation	6.138	5.09
Culinary	6.231	4.97
Activity Package	6.077	5.00
Destination Activity	6.400	5.12
Communication	6.569	4.77
Tourist Information	6.385	4.97
Tourism Networking	6.154	4.80
Tourism Program Transparencies	6.246	4.86
Finance Support	6.262	4.74
Human Resource Competence	6.231	4.63
Village Involvement	6.492	5.20
Village Role	6.446	5.12

Next, the values in Table 1 depict in the IPA diagram. Using the scatter plot facility device at SPSS. The results are presented in Figure 1.

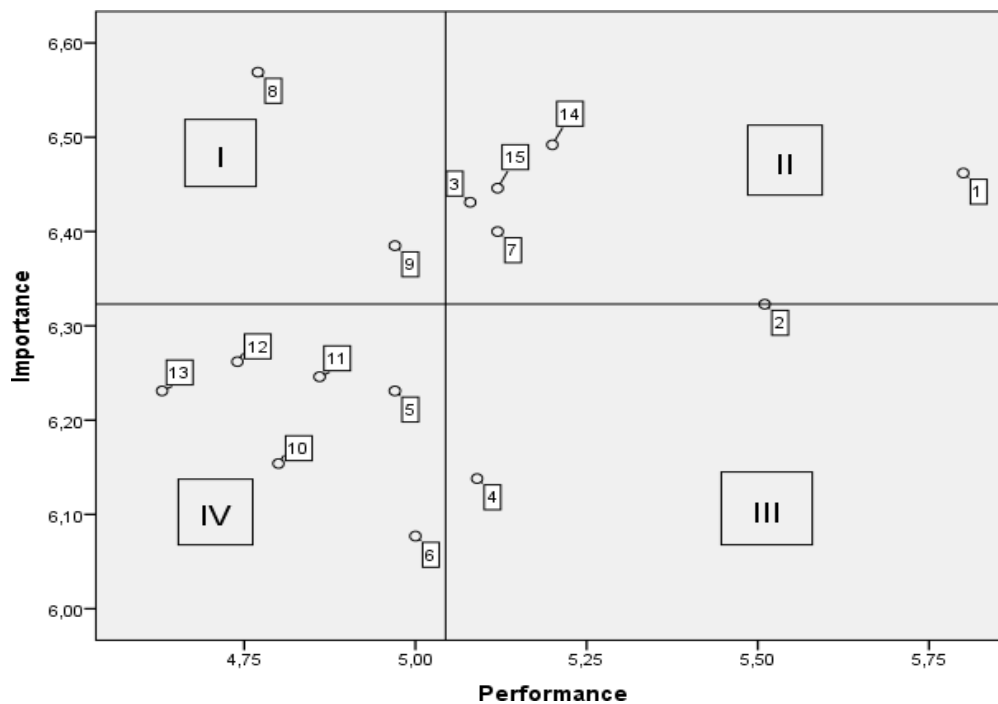


Figure 1.

The results of 15 attributes placement on four IPA diagram

Figure I reveal different attribute positions. Box I include (9) tourist information, and 2) (8) communication, II (1) natural, (3) transportation, (7) destination activity, (14) village involvement, (15) village government role, III (4) accommodation, (5) culinary and (6) activity package, and IV (10) tourism networking, (11) tourism program transparencies, (12) finance support (13) human resource competence.

According to IPA principle, the attribute position has a different managerial meaning:

Quadrant I shows that the service attributes have low performance, even though their importance is high, so the manager should focus on these attributes.

Quadrant II shows the high attribute performance value and its importance. Managers should maintain these attributes.

Quadrant III shows attributes with high-performance but less important, so they are not a priority

Quadrant IV attributes with low importance and low performance, the manager could ignore them.

Discussion

Rural tourism destination management is complicated; many parties with different interests are involved, including policymakers (stakeholders). Several researchers noted related things about stakeholders' role in establishing a destination. They propose other ideas: network capability needs, collaboration, adopting sustainable issues, and coordination and communication (Baggio, 2011; Eusébio et al., 2014; Longart et al., 2017; McComb et al., 2017; Volgger & Pechlaner, 2014). Based on observation and in-depth interviews, related points from Figure 1 are explained below.

Quadrant I include promotion and communication attributes. The stakeholder's perceived it to low performance, but they considered its importance. According to Liu et al. (2020), he distinguished two government roles in promoting the destination: provincials have the steering committee while the local government serves tourism needs. Hence, the promotion and communication process should use a comfort tool. Accordingly, Kotoua & Ilkan (2017) said using the web is not recommended for tourism purposes instead of for social media that could be used easily and prepare distribution channels. Furthermore, Oliveira & Panyik (2015) emphasized that the marketing communication model must provide opportunities for tourists to participate.

Quadrant II consists of five attributes: natural, transportation, destination activity, village involvement. Attributes that should be noted are tourist activities, tour packages, and the village community's involvement. Minkiewicz et al. (2016) report these two attributes support the interaction between tourists as service users and the community as providers that affect tourists' satisfaction. Hence, the tourist guide's vital role for most tourist objects is mountain climbing and camping, where it is perceived as a unique experience. The village government in quadrant II is one unit with other elements, which need strengthening, is considered as a driving force for regional development so that it becomes one unit, a community that must be empowered (Gao & Wu, 2017; Herawati et al., 2014; Neumeier & Pollermann, 2014). It must be maintained where stakeholders perceive that importance and performance both have a high score.

Quadrant III consists of Culinary and accommodation where it perceived low importance but high performance. These attributes belong to low priority, and it's better to focus on the other diagram positions.

Finally, quadrant IV consists of an activity package, tourism networking, program transparencies, finance support, and human resource competence. It could be neglected for the score of importance and performance is low.

Additional information relating to the attributes above is the practice of massive marketing communications such as lake parties and bicycle races that are connected to the neighboring province, West Sumatra. This massive practice has a low impact on destination practitioners who do not involve; they do not have any chance to promote tourism potencies.

Relating with the IPA as a management tool, the primary benefit result is to set up the priority and direct organizational resources (Sever, 2015). Hence the stakeholder presence makes complicated problems to focus on much different understanding and interest, regarding emerging destinations emphasizing leadership's most critical role in building capability and legitimacy (Zmys'loniy, 2014). Furthermore, Benjamin (2010) added that activity to enhance the emerging goal is a promotion where each destination brand becomes competitive.

The most stakeholder function is establishing a network to synergize each respective position and visualize the benefit (Van der Zee, E., & Vanneste, D. (2015). Networks are not always formal; informal ones are sometimes more beneficial to destination networks. Based on network consideration, the researcher argued that competition is replaced by co-opetition, which is beneficial for all (Raisi et al., 2018; Skokic et al., 2019). Accordingly, Czakon, W., & Czernek, K. (2016) emphasized the importance of trust between stakeholders. In doing so, Aarstad, J., Ness, H., & Haugland, S. A. (2015) said to build innovation mainly used comfort technology.

The primary stakeholder hence is TNKS, a global tropical forest recognized by the World Bank. Villagers and communities are allowed to make part of the TNKS to be a tourist attraction. The local government role hence should provide a communication channel to the resident (Halim, 2016). Wang & Yotsumoto (2019) identified a dynamic conflict and underlined an often-ignored conflicting party, villagers' committees, and limitations in maintaining local people's interests.

The challenge of rural tourism management recently is affected by Bumdes, a village institution for managing village funds, including in the tourism program. They are stakeholders that have a significant role in determining destination performance. Hence, Ihsan(2018) reported the potential of Bumdes to collaborate with other companies, although he noted the problem of getting a Bumdes manager due to the low salary. Utama et al. (2019) suggested the need for additional activities for Bumdes to obtain others, while Purnama (2020) mentioned the obstacles for Bumdes in obtaining funding sources for developing tourist destinations. Finally, Yanuar (2019) suggested the need for support from the Regency government to build road facilities in particular. Hence, therefore, the government's role must encourage stakeholders to participate in the attributes identified.

CONCLUSION

The IPA quadrants inform the direction of improvement to develop rural destinations. As the destination spreads over the districts, it needs the stakeholder rike respectively. Hence quadrant I content is information, and communication should be the focus of the policy. Furthermore, quadrant II content is Natural, transportation, destination activity, village involvement, and village government role should be attributed be maintained. These aspects should be coordinated to each stakeholder for the function to engage different stakeholders. So there istwo focus to enhance rural tourism: 1) communicating all the tourism resource and 2)coordinating the focus to each stakeholder. In doing so, the local government should lead and direct the improvement. The difficulties in implementing the policy are caused by the differentperspectives of the stakeholders on the destination.

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