Implementation of Interactive Planning To Propose Strategic Solutions for Tourism Promotion

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Abstract

Information distribution through a digital platform helps business owners improve their performance in promoting a broader market without geographical barriers. Unfortunately, digital platforms still do not meet the successful performance as marketing tools. Moreover, the digital platform has not provided updated and accurate information about the destination and its effects on rising potential tourist awareness and experience satisfaction. This paper investigates the promotional problem that affects tourist awareness of tourism destinations and recommends a strategic solution to improve performance concerning stakeholder involvement. This study introduces creative problem-solving to identify probability sources of difficulties and recommend strategic solutions to problems faced. Interactive Planning (IP) is proposed to investigate the problem and find a strategic recommendation for destination promotional activities. A comprehensive strategic-based study will enhance the strength of the previous study. Interviews and Focus Group Discussions were conducted to fill in the information needed qualitatively. Wide-ranging roles by diverse backgrounds from five elements of Penta Helix (government, academic, media, business, and community) can strengthen promotion in an integrated information manner. The proposed result might positively affect the long-term promotion of the tourism sector.

Keywords: Tourism Promotion, Collaboration, Penta Helix, Interactive Planning

INTRODUCTION*

Tourism has become the strategic and priority sector for national development in many countries, especially Indonesia (Fahmi, McCann, & Koster, 2015). Tourism is categorized into a list of direct investments and economic development (Rosentraub & Joo, 2009). To optimize the ownership of tourism resources in regions, the country formulated strategic policies and tourism development programs in various methods (Dredge & Gymothy, 2017). Tourism branding is a key strategy with a comprehensive plan that will be implemented massively and consistently. Tourism branding implementation conducted simultaneously, such as promotion, funds support, and a suitable environment brings the opportunity to create explosive tourism growth (Irianto, 2017).

Tourism is the activity of spending leisure time visiting destinations to escape from routine activity. Tourists will choose a destination that is suitable for their preferences and condition. So, regularly tourists will search the information about the destination before going and spending time in the destination. The information can usually be accessed from friends or family, newspapers, travel agents, and now on social media or websites. Tourists could evaluate the information to make significant decisions, especially when other tourists have reviews. In the technological era, anyone can easily access information anytime

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and anywhere. Moreover, the information provided by using the internet by many tourists worldwide significantly impacts their destination choice (Pesonen, 2014). Therefore, a digital platform such as a website becomes an important tool to promote and determine the satisfaction of the tourist experience (Baggio, Mottironi, & Corigliano, 2011).

The utilization of digital media to inform and promote products and services has already been implemented by most tourism sectors in Indonesia, especially in the Bandung region. Besides offline media, digital media is used to expand the existence and promote the number of destinations and provide information related to tourism. The information to promote the destination in city and district areas is clustered into several groups based on nature, amusement, education, spa, accommodation, and events. This website is expected to help the government promote Bandung tourism destinations and increase the number of tourists. Although it has already been launched to the public, this promotion tool does not address the problem of gaining public awareness. The Tourism Department of Bandung City launched the website bandungtorusim.com in 2012 to introduce tourism destinations and motivate consumers to visit destinations. Unfortunately, of 100 tourists who asked about the website, only six people who responded already knew about it.

Most tourists get destination information from their relatives by sharing experiences and getting more valid information. Besides the lack of public who found out about the existence of bandungtourism.com, tourists who already visit some destinations and know the website revealed that the actual condition of the destination is better than the information on the website. At the same time, Tourism Department admits the function of the website of Bandung City as a tool for them to communicate and promote destinations to the public. Presentation of information perceives images that are pre-experienced by tourists. Therefore, image is essential as an attraction tool in promotion (Mwaura, Acquaye, & Jargal., 2013).

The obstacles in providing information also happened to the Tourism Department of Bandung District. Seizing the market in the digital era, they launch digital media by using Instagram to promote tourism destinations in the district area. However, the information on the promotion could be filled if only they sent their field observer to pool the information in a destination. A limited capability in communication and knowledge about potential tourism from local people bring other constraints to having reliable information. It is a challenge, especially for the government, which should bring in several tourists and increase it yearly through information in the promotion. It shows that the tourism department has a role in key administration, and tourism marketers are still limited in the information itself. While marketers have narrow information, promoting the destination and persuading potential tourists will not be easy.

In urban and rural areas, most destinations are mainly developed as a phenomenon of attraction consumption. One of the arguments of the marketing division in the tourism department is that it is difficult to gain updated information about the new destination. Moreover, filling the information and providing plentiful information in media promotion often uses generated content from internet sources that do not update. It is perforce conducted to counter the constraint in gathering updated information. Another initial finding infield the division of tourism promotion tried to cooperate with some business sectors and organizations such as IRHA (Indonesia Hotel and Restaurant Association), ASITA (Association of the Indonesian Tours & Travel Agencies), local tour guides, and other business tourism provider as partners in coordinating information to improve tourism service. However, it is not easy to take in collaboration.

Providing reliable information through collaboration supports quality service to tourist experience in promoting a destination. At the same time, it will impact the performance indicator for all elements in the tourism sector, the growth ratio number of tourists besides the growth of the number of destinations. The existing destination must be considered by one party and all business stakeholders. To improve the market share size, information became a part of awareness in the traveling decision process that information affects tourists' motivation to visit the destination. Tourists depend on information to consider organizing and selecting before visiting attractions. In addition, if the promotion can attain advantages of the technology, it can help tourism organizations or the tourism government develop an awareness of the destination. As much as people are aware of the destination, it may contribute to the number of visitors or tourists. Then, tourism awareness tools help society beware of the destination and be more involved in the product (Niekerk &

Saayman, 2013). Therefore, gaining quality information in promotion activity is necessary to be discussed for this study.

This study tried to explore the problems in social phenomena by using creative problem-solving analysis. The focusing problem in perspective collaboration information in promotion strategy involves multi-stakeholders from Penta Helix Collaboration Model. This research is qualitatively conducted using interactive planning to unfold the problem in promotion, especially in data collaboration—the recommendation provided in the result and discussion section as a proposed creative strategy in promoting a destination.

LITERATURE REVIEW

Destination Promotion

Promotion is a part of a marketing activity that uses the information to create tourist awareness, enhance interest, increase desire, and in tourist action to visit destinations (Sarma & Baruah, 2013). Information sources become of strategic importance in marketing to promote destinations (Stabler, 1988; Chon, 1990; Echtner & Ritchie, 1991; Chacko, 1997; Chen & Uysal, 2002; Gallarza, Saura, & Gracia, 2002; Sarma, 2003; Sarma & Baruah, 2013). Information could motivate tourists to visit a destination by evaluating information to plan a trip (Stiff & Mongeau, 2003; Llodra-Riera, Martínez-Ruiz, Jiménez-Zarco, & Izquierdo-Yusta, 2015). Thus, trusted information forms an image of a destination (Sarma & Baruah, 2013) and severally affect tourist motivation.
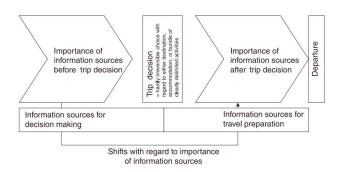

Figure 1. Process Framework of Information Sourcing
Source: (Bieger & Laesser, 2004),(Correia, 2002), and (Leiper, Annals of Tourism Research)

The previous study has identified the importance of promotional activities in shaping destination image (Beerli & Martin, 2004). (Beerli & Martin, 2004) argued that the image of a destination is formed by personal factors (e.g., motivations, experience, and socio-demographic characteristics) and the source of information. The source of information, including promotional activities, affects a person's perception and evaluation (Gartner, 1993; Beerli & Martin, 2004) in deciding whether to visit the destination. Further, according to (Chen & Tsai, 2007), destination image influences trip quality, indirectly influencing tourist satisfaction and behavioral intention (e.g., revisit intention and willingness to recommend).

Tourism is unique, while destination and image could be formed by themselves. (Kolb, 2017) argues that destination image is conducted in several ways: technological use in marketing, research, formulated marketing strategy, and developing community support to gain destination goals. Another suggestion for improving the destination by concerning the reputation aspect, technology, culture, and communication (Erislan, 2016). Synergizing between tourism sectors and information technology expands information diffusion without time and space boundaries (Herawati, Purwaningsih, & Handharko, 2018). In addition, promoting destinations becomes the primary purpose for every part of the tourism sector (Irianto, 2017).

Colaboration In Penta Helix

As discussed above, destination promotion requires collaboration between stakeholders. Stakeholder involvement will strengthen the destination's value through promotion and an open possibility to fill their own

goals. Penta Helix is a collaboration-helix model in which government, business, academy, community, and media take form. It is an extended model from Triple Helix to create innovation when various societies want to collaborate (Lindmark, Sturesson, & Nilsson-Roos, 2009). Collaboration is a process of interaction among people or groups of stakeholders committed to working for the same goal at a particular time in a sustainable manner (Anderson & McFarlane, 2004). Involving stakeholders from various backgrounds helps find an alternative to creating value. Thus, Penta Helix is appropriate for solving complex problems in a range of interests that need multi backgrounds to represent stakeholders.

This form of collaboration requires the same level of understanding of the problem, mutual understanding of each position and capability, co-creating in developing a plan, equal responsibility among stakeholders, and having the same goal to be solved. Collaboration drives stakeholders to precede solutions and help each other rather than their interests. Collaboration within workgroups is essential in the public service sector to fill public needs and rights, so every person involved has an equal responsibility to achieve public satisfaction as a goal. Thus, collaborative culture, collaborative leadership, strategic vision, collaborative team process, and collaborative structure are five components that must be considered while implementing the collaboration (Carpenter & Sanders, 20019).

Collaboration in Penta Helix Model challenges five formed elements to work together from different backgrounds, which simultaneously leads to diversity in perception and innovative insight. Implementation of Penta Helix has been used in several sectors, such as Higher Education Institutions (HEIs) for research innovation and entrepreneurship by finding the opportunity HEIs able to generate, maintain, encourage and sustain innovation and entrepreneurial activities using an innovation strategy Penta Helix (Halibas, Sibayan, & Maata, 2017). It allows all element stakeholders to share information to create innovation and collaboration, such as a co-creation network, leading to several results in gaining educational outcomes. Penta Helix is also used in developing sustainable smart cities by integrating with local wisdom (Effendi, Syukri, Subiyanto, & Utdityasari, 2016). The model engages business investments in various economic development, such as introducing new technology, new plants and facilities, employment opportunity, faster recovery from recession, and encouraging economic development (Tonkovic, Veckie, & Veckie, 2015).
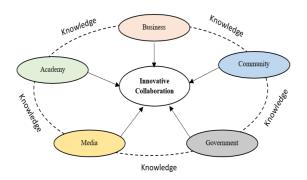

Figure 2. Collaboration Model of Penta Helix
Source: adapted from Carayannis, Barth, & Campbell (2012) and Halibas, Sibayan, & Maata (2017)

Penta Helix has adapted to many sectors which need complexity solutions from multi-stakeholder. Likewise, the tourism sector consists of multidiscipline resources and effects such as social, cultural, economic, technological, environmental, policy, infrastructure, and so on for regional and international. Tourism needs multi-interaction and leads development strategies in many fields. Synergy from five elements impacts development in tourism (Hardianto, Sumartono, & Wijaya, 2017); it multiplies economic growth and land use from tourism activity (Putra, 2019). Nevertheless, collaboration often meets coordination and commitment problems like irrelevant value exchange and ineffective communication (Muhyi, Chan, Sukoco, & Herawaty, 2017). Those interaction problems lead to miss perception, expectations, understanding, and so on that could affect quality service in the tourism sector. By implementing Penta Helix, the coordination will be structured based on collaboration roles to achieve the same goals in the tourism sector.

METHOD

This research was conducted in a qualitative method using interactive planning. Interactive planning is an approach that combines bottom-up and top-down planning (Ackoff, 2001). On the one hand, the bottom-up approach focuses on removing current problems and reducing them one by one. On the other hand, the top-down approach considers future uncertainties relying on prediction and preparation. Meanwhile, interactive planning considers both approaches to planning for a desirable future by consistently removing the gaps in current problems (Ackoff, 2001).

Further, interactive planning follows three underlying principles that could lead to better planning results (Flood & Jackson, 1991). First, it follows the principle of participation involving all stakeholders affected by planning (Flood & Jackson, 1991). This reduces the possibility of future conflict between affected stakeholders regarding planning results. Second, it is based on continuity principles anticipating an unexpected future (Flood & Jackson, 1991). This includes preparing creative and innovative alternatives and anticipating uncertainties. The last follows the holistic principle, considering all system parts interdependently and simultaneously. It considers the interaction between similar and different levels of units of systems.
Interactive planning consists of five steps (Ackoff, 2001):

- **Formulating the mess,** identifying how the system works, its obstruction, and the future of business as usual.
- **End planning identifies desired ends, including the gap between the** current and desired conditions.
- **This means planning and** identifying what to do to close the gap between the current condition and desired end.
- **Resource planning,** determining required resources including inputs, facilities and equipment, personnel, and money.
- **Design of implementation and control,** determining the role of all involved stakeholders.

Interactive planning is also known as a system-based approach for creative problem solving from Total System Intervention (TSI) which aims to solve the problem of the social system in a creative way (Flood & Jackson, 1991). As long is known, the system in a social phenomenon not only consists of a simple problem that involves only two positions but is then directly solved systematically to solve in a short time as simple. It is applicable to enhance planning until the evaluation process by collaborating various perspectives of problems. Considering the diversity of difficulties will help stakeholders see the core of the problem and then find alternative solutions from many perspectives and methods or the probability of further difficulties. Therefore, the TSI approach proposed to stakeholders to carefully choose appropriate tools for solving problems.

In this context, interactive planning is used to plan a destination promotion strategy. Interactive planning maps each stakeholder's role, especially to promote a destination. This method offers to help stakeholders from different backgrounds achieve unity from diversity desire. Transforming the diversity into unity from various stakeholders with their interest have the effort to deal with the pluralism condition. Interactive planning can consider a vital technique to commit all stakeholders as one workgroup in promoting tourism destinations and facilities. Thus, it will help complex collaboration from all stakeholders achieve the same destination promotion goals.

Data Collection

The empirical study was carried out through primary dan secondary resources as data collection. Preliminary observation from secondary resources and a literature review was conducted to understand the phenomenon and evaluate It through related study. The Interview and focus group discussion was performed on various stakeholders as actors related To the tourism Industry In Bandung. According to the Penta Helix concept, this research involved a government representative (Department of Culture and Tourism West Java, a destination representative (Kelompok Penggerak Pariwisata (Kompepar) and Local Tour Guide representative,

a business representative (ASITA and ASPERAPI), and Academician (Politeknik Negeri Bandung). Those stakeholders representative from each element of Penta Helix Intended to understand further their viewpoint and role in promoting a destination.

RESULTS AND DISCUSSIONS

This study used interactive planning to design a destination promotion strategy for Bandung's region tourism destination. Currently, there is no coordination between actors in promoting the destination, so it is hard to find accurate and updated information about the destination. Thus, we implement the concept of Penta Helix, involving five related actors (government, business, academician, community, and media) concerning destination promotion problems. This aligns with interactive planning principles (Flood & Jackson, 1991) that involve all related stakeholders (participative) to address future uncertainties (continuity) and gain a more comprehensive perspective (holistic) for solutions.

Table 1. Interactive Planning Stages

Interactive Planning Phase	Output
Formulating the mess	1. Difficulties in finding updated and accurate information about the destination 2. It requires much effort to spread information about the destination
Ends planning	Easiness of access to information about the destination.
Means planning	1. Create a platform to facilitate information sharing between stakeholders 2. Create a coordination mechanism and formulate a role for each stakeholder 3. Create an official information board about tourism destination
Resource planning	1. Capable human resources 2. Financial resources 3. Incentives for sharing information
Design implementation and control	In terms of promoting the destination 1. Government: tourism marketers orchestrate information sharing among stakeholders. 2. Business: inform & update about new tourism destination features and profiles, promote destination & attraction, and promote promotion platform to tourists. 3. Academician: source of information about the new destination and assisting in creating strategy by research, also contributor content of destination. 4. Community: confirming and promoting the destination, contributing content, and promoting tourists. 5. Media: amplify the promotion

Source: research data, 2021

The first step of interactive planning is formulating the mess (Ackoff, 2001). At this stage, we invite involved stakeholders to identify destination promotion activities' problems. Based on the discussions, the problem includes difficulties finding updated and accurate information about the destination, and it requires much effort to spread destination information. According to the Department of Tourism and Culture of Bandung City, it is hard to find information about tourism destinations. First, it requires a direct survey of the destination that needs human and financial resources. Second, there are no leads about updated destination information, so the tourism department should survey the destination one by one. This concern aligns with the concern of academicians and media representatives. Academician representatives argued that it is hard to gain information for academic studies, while media representatives also claimed it is hard to publish updated information about the destination.

The second problem requires much effort in spreading destination information. The business representative argued that it is hard for them to spread the destination information to reach their customer. They claimed they lacked human resources and networks to help them spread information about the destination. On the other hand, media representatives argued that they lacked information and the budget to promote the destination. As a result, tourists (represented by communities) have difficulty finding updated and accurate information about the destination. These problems also highlight a more significant problem: lack of coordination between involved stakeholders.

The second step of interactive planning ends with planning (Ackoff, 2001). At the end of planning, each stakeholder communicates their aspiration about the idealized future. Based on the discussion, it could be concluded that the ideal output is easy to access to information about the destination. This expectation aligns with the previous problems discussed: the difficulties of accessing and spreading the information. By easing access to information about the destination, all stakeholders could actively disseminate information about the destination. Thus, tourists become well-informed and attracted to the destination in the end.

After deciding the future target in ends planning, the next step is configuring an actionable strategy, planning, and identifying a required resource on resource planning. In the means planning phase, stakeholders agreed on three actionable strategies, they are 1) create a platform to facilitate information sharing between stakeholders, 2) create a coordination mechanism and formulating role for each stakeholder, and 3) create an official information board about tourism destination. Points one and two concern the mechanism to promote information sharing between stakeholders. So that each stakeholder could access and promote destination information. Point three addresses the accuracy of the information. Thus the destination information is clarified and accountable. Means planning is followed by resource planning that concludes the needs of 1) talented human resources, 2) financial resources, and 3) incentives for sharing information.

Last is the design implementation and control (Ackoff, 2001). This concern the role of each involved stakeholder. At first, the business representative's role is to inform and update tourism destination features and profiles. It has a similar role to the academician, which is the source of information about a new destination (by conducting studies related to a new destination). At the center, the role of the government representative is to orchestrate and control the information sharing of all stakeholders. In the end, the role of the media representative is to amplify the promotion of the destination, and the community act in a confirmatory role (by experiencing the destination) and promoting the destination to its peer.

CONCLUSION

Promoting tourism destinations, especially in the digital era, is not only discussed about technological use or design in digital media. The essential element in promotion is the quality of information that can lead tourists to visit the destination. Thus, this research is conducted to investigate the problem in promotion focus on tourist awareness of destinations. Implementation Interactive Planning in Penta Helix Collaboration Model is proposed as a creative, strategic solution to answer promotion problems, particularly in gathering quality information (reliable, attractive, updated, and substantial) of destinations. Following the five stages interactive process, it shows problem elaboration and puts five elements of tourism-related stakeholders (academy, business, community, government, and media) involved in collaborating and developing the role for achieving promotion goals. Based on interactive planning results, it recommends that every stakeholder has a fundamental responsibility to share information and promote tourism promotion platforms to the public. The central actor is the tourism department (government), which mainly plays an impersonal orchestrator of information sharing and promotion platforms.

However, this research has a few limitations that need to be recognized. First, since participants as stakeholders come from various backgrounds, implementation interactive planning should be conducted with caution, especially in perception view as a common problem of the tourism sector. Next, our total number of representative participants is limited due to technical drawbacks. Last, the technical drawbacks also affect the frequency and appropriateness of conducting focus group discussions. Despite these limitations, this research remains confident to contribute theoretically and practically that current empirical study on creative problem solving can be helpful in promotion strategy and enhance the application of the Penta Helix Model for practitioners, researchers, government, and educators in the area tourism field. Future research needs to focus on developing an executing model concerning beneficiary exchange when collaborating. Stakeholders have a broad range of concerns when it crosses the business purpose. Hence, confrontation analysis is suggested to investigate stakeholders' positions and actions through the role and collaboration model in advance. Future studies can include data analysis from digital platforms to assess promotion performance to tourist awareness

and visitation. Many variables and points of view analysis from theories could be combined and need to be investigated to improve the quality solution in solving the tourism promotion problem.

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