

MANAGEMENT OPTIMIZATION FOR STRENGTHENING CATUR KINTAMANI TOURISM VILLAGE

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Abstract:

Catur Kintamani Village has been designated as a tourist village based on Bangli Regent Regulation Number 4 of 2018. Tourism trips with beautiful rural nature are the turning point for developing rural tourism. The situation analysis found that the tourism village faced the challenge of low local and domestic tourist visits and economic opportunities. Management practices influence low intention to visit. Research has found that visits increase profits. On the other hand, intense business competition, societal behavior and lifestyles put pressure on organizations to introduce alternative management to provide intentions to visit. This community service aims to strengthen the tourist village as an economic institution. The selected partner is a tourism awareness group (Pokdarwis). Partners' knowledge and skills in tourist destination management increased through a series of participatory training methods attended by 5 participants. The results of management optimization education and training show increased competence in marketing, human resource management, operations and financial management. PKM activity increases knowledge insight, changes the behavior of marketers, and manages resources (natural and human) and finances. In the future, similar activities are needed with a focus on marketing management to sustainable tourism.

Keywords: Tourism Village, Management, Management Optimization, Sustainable Tourism, Marketing



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INTRODUCTION

Business competition, dynamic environmental changes and consumer demands to provide valuable products and services encourage organizations to develop (Arslanagic-Kalajdzic, Žabkar, & Diamantopoulos, 2019). Management is a set of production, marketing, human resources, and finance capabilities. Marketing activities, production, ability to manage HR (Gök & Hacıoglu, 2010) and finance contribute to management performance (Franco-Santos et al., 2007) and consumer visit decisions. Management also shows a person's perception of managing an organization during its life cycle. Quality management is crucial for developing a competitive advantage (Elshaer & Augustyn, 2016). Management best practices have consistently and accurately proven effective and efficient in supporting visitation intentions, organizational performance and competitive advantage (Okello-Obura, 2012).

The reality on the ground is that not all organizations can implement management strategies optimally at this time. It is undoubtedly influenced by the organization's readiness to practice

management as a science and art. The same thing also happened to several tourist villages. Every village in Indonesia has tourism potential that can be developed starting from its culture, nature, and traditions which can become a good business concept. The tourism sector is one of the leading sectors that is expected to be sustainable. Ministerial Regulation Number PM.26/UM.001/MKP/2010 concerning General Guidelines for the National Program for Community Empowerment Independent Tourism through tourism villages becomes a locomotive for local economic development based on village potential, needs, and village capacity. The number of tourist villages throughout Indonesia registered in the tourist village network is 1,831 tourist villages (Ministry of Tourism and Creative Economy, 2020).

In Bali, the development of tourist villages aims to level tourist destinations in all regions and develop tourism and prosperity. Bangli Regency currently has 29 tourist villages, but 10 are no longer active. Bangli Regency has natural and resource potential but has been unable to manage it effectively. It still requires guidance and direction from various parties. On the other hand, tourism villages contribute to the diversification of destinations, alleviating people from poverty and protecting natural resources and culture. Rural tourism supports diverse local communities that preserve art, culture, cuisine and heritage (Kompas, Wednesday 29 December 2021: p. 10). Tourism villages can move domestic tourists so that tourism can survive.

Catur tourism village is located in Kintamani District, Bangli Regency. This village is geographically located at an altitude of 2,152 asl with an area that functions as fields, forests, residential areas and smallholder plantations. The village, with an area of 746 hectares, is bordered on the west by Badung Regency, on the south by Gianyar, and on the north by Buleleng Regency. The distance from the tourist village of Catur Kintamani to the center of Denpasar City is 58.2 kilometers. Demographic data is based on a population of 2,023 people. This village has an agro-climate suitable for Arabica coffee plants, which require an area with an altitude of 900-1700 meters above sea level, well-known as a center for Arabica coffee plantations (Udayana, 2017). In this village, tourists can enjoy nature tours and integrated agricultural agro-tourism and tours to see the traditions and production processes of coffee bean processing to packaging. The products offered by the tourist village are the attractions of coffee plantation centers, beautiful cool nature, local wisdom cultural attractions, local citrus farming, and Arabica coffee bean producers. Interestingly, this village has been designated as a tourist village based on Bangli Regent Regulation 4 of 2018 concerning tourist villages in Bangli Regency. Villages need welfare and harmony with the environment in all aspects. The tourism industry needs proper and efficient management techniques to fulfill its objectives. (Wahyuni, 2022).

Furthermore, tourism trips with beautiful rural natural nuances are the turning point for developing rural tourism. This village offers clean air, tranquility, and the sound of nature. There is interaction with nature with the five senses, beautiful natural resources, and the attractions of the post-harvest processing of Arabica coffee managed by a group of women farmers, attractions of processing coffee beans into coffee powder and jam coffee.

Intense business competition, the dynamism of the business environment, people's behavior towards products or services of generation Z (under 24 years), generation Y or millennials (24-39 years) and generation X (40-55 years), demand trends and styles living "reconnected with nature" has put pressure on organizations to introduce alternative management and marketing programs to provide quality service (Kompas, 2 January 2021; Mostafa, 2020). In particular, the tourism village of Catur Kintamani has been designated as a tourist village with all the potential and economic opportunities. However, there is still a lack of attention and management skills from tourism awareness groups (Pokdarwis), so local and domestic tourist visits are not optimal. One of the things that can be done in the tourism village of Catur Kintamani in order to create a better

tourism village by prioritizing management practices is to carry out community service projects under the auspices of PKM (Community Partnership Program) in collaboration with academics, in the form of optimizing management to make visiting decisions and boosting the performance of tourism villages. There are several management problems faced by tourist villages: (1) Marketing aspect: efforts to utilize technology have not been optimal to market tourism village products/services; (2) Human resource aspect: inefficient use and function of human resources in the organization; (3) Operational aspects: ineffective technique and management of tourism village operations; (4) Financial aspect: unable to properly and correctly manage incoming and outgoing cash flow so that assets and capital do not play a role in the development of tourist destinations. Based on the problems faced, the organization needs a solution to these problems through training (Astawa, Suarja, & Sukawati, 2021). The hope is that partners create tourism villages that are of value to customers and organizations. The solutions provided to partners include the following: 1) Workshop activities carried out are training in designing marketing mix strategies; 2) Try out working on questions and assignments to create an organizational structure and task structure for each part of the tourism village manager; 3) Workshop on making layouts, especially the attractions of the process of processing coffee beans into coffee powder up to packing and serving; 4) Workshop activities for making and recording financial transactions in the form of profit and loss statements, making balance sheets.

The stages of implementing PKM activities begin with 1) assessment of the location and approaches with community groups; 2) a Survey by conducting interviews, question and answer, and discussion of problems faced by group participants; 3) The field team gives group participants material illustrations; 4) Empowerment of available tools and materials used to increase the application of technology; 5) Implementation; 6) Final evaluation of the results of the service applied to community groups starting from the assessment process, outreach, workshops, mentoring, so that community groups (Pokdarwis) can improve skills and product added value, and finally increase community group income. The output of community service activities is in the form of increasing partner management capabilities; increasing partner skills in terms of program management both marketing, human resources, operational/product and financial management.

Tourist village. A tourist village is a rural area with unique, special characteristics, a naturally nuanced environment, traditions and culture that are still adhered to by the community, kinship system and agricultural system. The development of populist tourism, namely tourism villages, is expected to function as a conservation area for the natural environment, the environment ecosystems, as well as traditional community cultural nodes that survive and are sustainable, oriented towards welfare while continuing to preserve and even foster traditional and innovative values so that they are worthy of being tourist attractions (Komariah, Saepudin, & Rodiah, 2018). A tourism village based on a creative economy while remaining oriented towards the preservation and use of natural resources sustainably is the goal of the organization sustainably. Efforts to build and develop a tourism village in a beautiful environmental context require fostering natural resources and a beautiful environment so that they can sustainably maintain natural heritage for future generations (Mupfasoni, Kessler, & Lans, 2018). The criteria for developing a tourist village include several things, namely: 1) having superior tourist attractions, 2) having institutions such as tourism awareness groups, 3) having adequate infrastructure, 4) and community involvement. Tourism villages can contribute to the diversification of destinations, alleviating people from poverty and protecting natural resources and culture. Rural tourism supports diverse local communities that preserve art, culture, cuisine and heritage (Kompas, Wednesday 29 December 2021: p. 10). Management of tourist villages can mobilize domestic tourists so that tourism can survive (Astawa, Triyuni, & Santosa, 2018). The

local government encourages the management of the utilization of village potential in order to accelerate poverty alleviation, expand employment opportunities, and improve people's welfare in the economic field. The government encourages efforts to strengthen the village economy. The criteria for developing a tourist village include several things, namely: 1) having superior tourist attractions, 2) having institutions such as tourism awareness groups, 3) having adequate facilities and infrastructure, 4) and community involvement (Parwata, Antarini, & Astara, 2021). Data shows that the number of tourist villages throughout Indonesia registered in the tourist village network is 1,831 (Ministry of Tourism and Creative Economy, 2021). A study done by Kusuma (2020) found that several things need attention from the Government and the manager of the tourism village is the application of the integrated tourism village concept because an integrated tourism village is expected to integrate the potential of natural tourism, the potential of cultural tourism, and the potential of villages such as homestays and souvenirs.

Management. Management is a social and managerial process that involves individuals and groups in planning, creating, offering, and communicating. Operations management and human resources (HRM) practices such as conducting training, planning operational activities, and education have an impact on business performance (Montoro-Sánchez & Ribeiro Soriano, 2011). The managerial perspective focuses on the effects of optimal business management practices to respond to environmental dynamics that contribute to improving service quality, satisfaction and business performance. Management encourages efforts to take advantage of opportunities and preserve local culture, reputation, attractiveness and business economic benefits (Talib, Rahman, & Qureshi, 2011). Several previous studies contributed to the results of empirical studies related to management concepts that can be used to support this PKM activity. Good management maximizes community participation as managers of village-owned economic institutions (BUMDes) in managing village income sourced from tourist villages (Aryaningsih, Suari, Darmayasa, & Utthavi, 2021). Management practices through marketing communication strategies, training, and mentoring/assistance improve the performance of small and medium enterprises in Turkey (Bozbura, 2007) and the intention to visit (Kusumawati, Rahayu, & Putra, 2022). The decision to visit a destination has an inevitable process, so organizations use one of the tools in marketing, namely social media, for appropriate and effective promotion (Tarigan & Tinambunan, 2022).

Community-based approach. Education with a community-based approach is a process by which individuals, in this case, adults with the knowledge acquired, become more competent in their attitudes, skills, and concepts in living life and business and gain greater control over aspects of the local community through democratic participation (Sayd & Benu, 2021). The community-based education model is regulated in Law Number 20 of 2003 Article 55, which states that the community has the right to organize community-based education based on religion, society, culture, aspirations and potential of the community and nature for the benefit of the community itself. Based on this description, the researcher conducted a study entitled "Management Optimization For Strengthening Catur Kintamani Tourism Village".

METHODS

The objectives of this community partnership program (PKM) activity are: to increase partners' knowledge and skills in managing tourism villages from marketing management aspects, human resource management aspects, transparent financial management aspects and service operational management aspects, as well as creatively offering attractions. The implementation approach uses a partner participation approach that emphasizes a full participation approach with community service partners, such as tourism awareness groups as economic actors. Effective

mentoring activities create changes in attitudes and behavior. Training has also succeeded in increasing the ability of service managers (Thassanabanjong, Miller, & Marchant, 2009). This activity takes the form of mentoring and training (Sayd & Benu, 2021).

Participants in the PKM activity consisted of five (5) people, including Pokdarwis managers, namely community organizations engaged in tourism activities under the coordination of the Tourism Office, heads of village youth organizations, and members of Family Welfare Education (PKK). Consequently, there has been an increase in the optimization of tourism village management, such as skills in making operational flowcharts for tourist villages, electronic marketing practices, work charting practices and employee task schedules. The implementation of PKM activities will be held in April-September 2022. The implementation method is adjusted to the problems and solutions targeted (Figure 1).



Source: Author, 2023

Figure 1. Methods of implementing activities

RESULT AND DISCUSSION

Aspects of marketing management begin with a simulation describing the marketing mix. Furthermore, it can be seen from the observations and demonstrations that partners have not yet practiced marketing aspects in managing tourism villages and the parties involved. The solution, the team assists in making a marketing mix chart, specifically identifying aspects of the product/service up to packaging and brand strengthening. Marketing also includes electronic promotional practices by utilizing technological devices such as mobile phones.

In general, human resource management is sufficient. However, additional skills are needed in the form of simulations to create an organizational structure and task structure for each part of the tourism village manager and the process of processing raw coffee beans into coffee powder as part of the attractions of the tourist village. Then, observation and demonstration of operational management and layout as a basis for operational performance shows that partners have not optimally made a clear division of labor, especially in producing ground coffee as part of a tourist village attraction. So, the PKM team introduced the solution to make flowcharts of the production process and village tourism tour packages. The PKM team provided material for making a production process layout chart to facilitate the flow of raw materials to finished goods and packing. The attraction of making coffee as a tourist attraction allows visitors to experience the process of making coffee, from beans to coffee powder.

The financial management section begins with a demonstration of making transaction records, profit and loss reports, making a balance sheet, and modifying it according to the needs of the tourism village manager. The team transfers knowledge of the importance of financial reports as a source of information in strategic decision-making. Next, the team provides an explanation of financial management which includes: 1) finance and accounting functions, 2) purpose of recording financial transactions, 3) principles of financial accounting, 4) profit/loss statement elements, and 5) balance sheet elements as a list of organizational assets. The training begins with a

simulation and provides examples, then continues with the actual recording of the company's cash flow activities.

The strong motivation of tourism awareness groups to apply management principles supported by the attractiveness of tourist villages can increase tourists' decisions to visit tourist destinations (Martaleni, Hadiyati, Pertiwi, & Kerti Yasa, 2021). There is an increase in the understanding and insight of the tourism village entrepreneurs in Catur Kintamani regarding the philosophy or meaning embedded in every management and social activity in managing resources and serving customers. Increasing the ability of tourism awareness groups to master marketing village tourism services offline or conventionally and electronic marketing methods using technology (mobile phones) with internet facilities by displaying pictures with products, services, nature, and community activities economically and socially that attract customer intentions and potential customers to visit (Kusumawati et al., 2022). Village Pokdarwis are also increasingly adept at planning innovative service designs, designing village natural products such as coffee with brand and label strengthening, and designing the packaging for Catur Kintamani village coffee products so that the products are more easily recognized and safe and satisfy visitors to tourist villages. Tourism awareness groups (pokdarwis) can improve managerial skills in the financial sector so that partners can proficiently make simple financial reports containing company assets/wealth, debt and business capital.

Finally, the last stage is to monitor and evaluate the series of activities and record the weaknesses encountered for future correction. PKM participating partners require repeated explanations of marketing management functions and practices to create service quality, HR leadership, and process management several times to achieve a more optimal level of management skills (Qasrawi, Almahamid, & Qasrawi, 2017). The social benefits of PKM activities are being able to increase the ability to build links/business networks or relationships between business actors and community users or consumers who visit tourist villages. With marketing management, namely, the management of product/service promotion activities using social media such as Instagram (IG), the relationship between the company, in this case, the Catur Kintamani tourism village service, and users become closer, not distant and effective. The end users of this tourism village are individuals, communities, travelers and the general public. It has also become easier to get services and products in the Catur Kintamani tourism village in the form of experiences shared by visitors who are satisfied with the travel experience.

CONCLUSION

In general, this community service activity has been carried out well with tourism awareness groups because partners are willing to accept knowledge transfer and training as intellectual capital to receive continuous updates. The findings of this community service activity show changes in attitudes and behavior in practicing management skills. Partners, in this case, the tourism village manager, has succeeded in utilizing technology for electronic marketing; able to pack ground coffee with the brand; skilled at making tour schedules; making a chart of the organizational structure along with job descriptions of each section; chart of tasks in the attractions of the processing of raw coffee beans to coffee powder and packaging; able to make a layout of coffee processing attractions; able to arrange tourism village tour packages; able to keep records of financial transactions, make profit and loss reports and make balance sheets according to accounting principles.

There are several obstacles to PKM activities, including: 1) the busyness of the tourism village manager who also works as a farmer, 2) the tourism village manager lacks confidence in their ability to manage the tourism village professionally, 3) the schedule for the tourism village

manager as a member of the community who also preoccupied with traditional and cultural activities in the village. Based on the findings of this activity, suggestions for similar activities in the future are: optimizing management activities to be more focused on marketing practices such as brand strengthening, promotion, and relationship management in accordance with the current external environmental conditions for sustainable tourism villages.

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