

# Implementing of Customer-driven Approach to Develop A Web-based e-CRM in Rural Tourism

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**Abstract**—This study describes the development of e-CRM system by adopting a customer-driven concept on Rural Tourism provider for better analysis, assessment and implementation of the right program for sustain business. This design is supported by an analysis of business processes, service processes, current tourist visit activity processes so as to provide clear information on their needs and address the problems of rural tourism providers in developing e-CRM systems. Analysis of current business processes and Factor Analysis. Software Development Life Cycle are used to help in development phase. This concept will contribute to rural tourism providers in improving the e-CRM effectiveness of analysis, assessment and development of loyalty programs and services that will strengthen customer relationships.

**Keywords**—e-CRM, customer-driven approach, factor analysis.

## I. INTRODUCTION

Tourism industry actors must change their mindset from profit oriented to customer oriented, which are satisfaction and loyalty become the main objectives to be considered by the business player in tourism industry[1];[2];[3];[4]. Therefore, it is necessary to develop a comprehensive strategy by implementing customer relationship management system(CRM) to be more effective and efficient in improving customer's income and services[5] and to be able to support better decision making for tourism industry actors.[6];[7]; [8];[9]. CRM is an integrated system that can be able to solve the problem mentioned above[10],[11]; [12]; [13]; [14]; [15]; [16]; [17].

Rural tourism destination in Indonesia are growing rapidly, and potentially increasing the growth of the tourism industry[18];[19];[20]. One of them is Pasirmulya Tourism village, Bandung Regency. Since the year 2014, Pasirmulya village has been positioned as a tourism village destination. They are using website as a media to promote and create awareness to attract visitors and tourists, but lack of management to their existing visitor. On the other hand, website is a effective and efficient media as an easy to reach, easy to access and easy to transact that could become a key to success in the online world to attract potential travelers for Pasirmulya Village[21]; [22]; [23]; [6]. Another problem faced by Pasirmulya village is that it has no concept that

utilizes data and customer network to increase loyalty and attraction for tourists. From this poin of view, Pasirmulya as a tourism village destination that has a great potential, must have a CRM system to develop customer relationships as well as netizens more effectively and efficiently.

Like most destinations of the Indonesian tourism village, still use the traditional system to handle relationships or relationship with customers who only do greeting when customer come and only serve according to customer needs without any build direct relationship with the customers. Analysis of changes in customer preferences and interests will not be able to be done effectively and on target. So that the tourism village industry actors can not distinguish both old and new customers, which Loyal Customer and the One-Time Customer. Therefore, the tourism village industry is obliged to develop a CRM system in order to build better relationships, manage and retain its customers, and get new customers. The novelty of this paper is helping Pasirmulya village to provide a CRM sistem by integrating IT based on their visitor poin of view

The concept of the e-CRM system to be created and developed by analyzing the existing customer base to gain insight and help develop a customer-driven e-CRM system. Tourism village destination will be the pilot project in this research to help develop the concept of application system that serves to load customer profile, program, information and customer analysis system. The usefulness of this application system is to help industry actors in tourism to increase the value of customers so as to improve the relationship between tourism industry actors and customers. With the implementation of CRM on tourist village destination, hopefully will be able to maintain the old customer and add new customer, provide benefits for its customers and also able to survive and grow in the business world.

## II. BACKGROUND THEORY

### A. E-Customer Relationship Management

Customer Relationship Management is a philosophy and business strategy that is supported by a system and technology that is designed to enhance human interactions in a business environment. Its objective is to improve the

process of building and maintaining a mutual benefit relationship both for companies and customers as well [10];[24];[25];[26]. E-Customer Relationship Management (E-CRM) is a management process to help company face the complexity of customers and business partners by using various media including online and offline platform, and other automated forms of communication [27];[28];[14]. The main benefit of the CRM is that it can facilitate the provision of tourist villages to recognize the best tourists, then can create competitive advantage by strengthening differentiation [26];[29];[30]. From loyal customers, Tour village Provider can optimize loyal customers to further improve the performance of tourism village providers [14] and use the information that has been managed to be more integrated to produce more satisfactory services [13]. In its development, e-CRM adds benefits such as cost efficiency in the long-term, enabling the customization of products and services, improving the experience of using online media because it can easily reach the tourism village provider, and certainly strengthens the relationship between tourists with Tourism village [11];[14];[31].

### B. Customer-Based Strategy

Customer-based strategy is developed on the basis of consumer information. The strategy is developed based on deep understanding of consumers' insight of their wants and needs [32]; [33], the costs incurred by consumers to buy and own goods and services [34], the convenience of obtaining goods and services [35];[36], or what makes communication between organizations and consumers more effective [6]. All of this information shares a focus on consumers as the unit of analysis: data on needs, purchase and ownership costs, convenience and efficiency of communication can be collected for each consumer. Consumer-based strategies can be contrasted with strategies developed on the basis of understanding company-level variables such as organizational performance [37];[38] or supply chain relationships [39]. It can also be contrasted with organizational strategies that respond to market level variables such as market size and growth.

Consumer-oriented strategies can be implement to a non-profit organization [40], non-profit organizations and agencies government. Rural tourism provider or community may offer visitors to choose and visit their destination and buy their products and merchandises. Analyzing and assessing consumer insights can help them develop the right strategy in product development and providing better and right services, at the right price and effectively persuade visitor to buy their merchandise or hand-made handicrafts and stay at their homestay [41]. Rural Tourism Provider can aim to convince consumers to contribute to their charitable activities or to understand how their partnership with a nonprofit business will affect consumers' perceptions of their rural destination.

### C. Design of Customer-Based E-CRM

This research was conducted using Software Development Lifecycle (SDLC) in development phase and will not get to the implementation stage because this research is helping to develop e-CRM model for Pasirmulya. System Development Life Cycle (SDLC) is used to describe the entire process of making, developing, using, and updating a system information from a system/application [42].

Furthermore, it is one of the systems approach methods for developing information systems solutions, and one of the most common in organizational systems analysis and design, can be seen as stages, processes over and over. The first step is to make a plan. This has been done by the research with collaborate with the local government and other interest parties. Second stage is to analyze and assess the SWOT of Pasirmulya customer's insight by identifying the customer. The customer will be defined and classified. For example, whether the traveler is the one-day visit only or stay for a few days. Then classified whether travelers in a group or individual. SWOT will help identified segment with the specific needs and expectations of the analysis and find customer insight [43]. SWOT can detect the values of strengths and opportunities that can be used to develop the value proposition tourism village by the assessment results to customers regarding the needs and insights gained previously. Then the design of the model will use the System development life cycle (SDLC) process [44]. the process design will be design to meet 3 stages of e-CRM namely acquire stage, enhance stage, and retain stage [45].

## III. RESEARCH METHODOLOGY

This research uses primary data in the analyzing stage and identify the needs of tourists, their demands, and their insights related to rural tourism destination. The population of this study was a visitor to rural tourism destination spesificaly to Pasirmulya village. Sampling technigue is simple random sampling and than filtering the data to separate from visitor against non-visitor. 100 travelers become the respondents in this study. Insight analysis are using factor analysis. Subsequently, it perform a SWOT analysis to identify and analyze the strengths and opportunities. From the result, we will developed the e-CRM concept for tourism village. The locus of this research is done in the tourism village of Pasirmulya who wants to increase their destination as an option for visitor and traveler that looking for rural destination in the area of South Bandung.

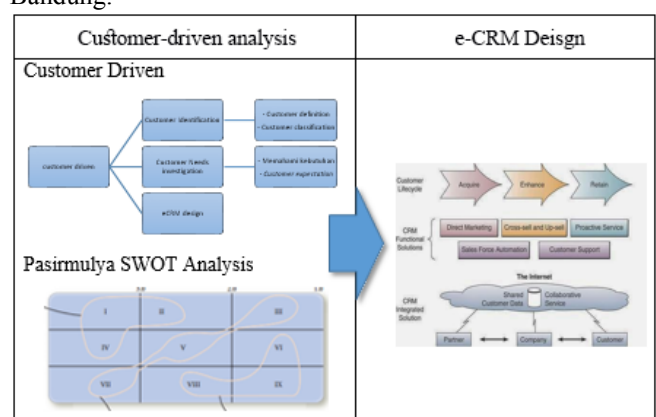


Fig. 1. Customer-based e-CRM System

Fig. 1 shows the e-CRM development concept in this study as the results of the analysis of customers and SWOT from the village Pasirmulya will help formulate the e-CRM system.

#### IV. RESULT AND DISCUSSION

##### A. Data Analysis

Most of the respondents were women compared to men with a composition of 58% women and 42% men. From the age's category, respondents were led by the age of 17-26 years, namely millennial age. The last education is Senior high school and the second position is undergraduate. Most respondents are employees and the second position is students.

TABLE I. RELIABILITY DAN VALIDITY

Variables	Value Test		
	Indicators	Validity	Reliability*
Reputation	Good reputation and handling crisis	0.628	0.770
	Good reputation on security and safety	0.628	
System Quality		0.628	0.870
	The important of transaction system	0.710	
	The important of fast access of the System	0.717	
	The important of user friendly	0.649	
	The important of multi interface	0.631	
	The important of no error or no crash	0.678	
	The important of data security	0.604	
Information Quality		0.631	0.786
	Information must detail and complete	0.613	
Price Perception	Have accurate and precise information	0.613	0.760
Ease of Use		0.635	0.806
	Price must be competitive	0.661	
	Additional Price must be well described	0.646	
Usefulness		0.664	0.798
	Ease of use is a must	0.664	
Trust	Ease to operate in multi interface	0.647	0.821
	Ease to understand	0.651	
	Useful to search and booking online	0.644	
Satisfaction	Useful to find place and its information	0.629	0.809
		0.679	
	The Destinstion must give a assurance	0.679	
Intention to Visit	The information must be reliable		0.809
	The service must be reliable		
	Must be trusted		
	The system must give satisfaction		
	The system must provide the needs		
	It can increase intention to visit		

<sup>a</sup> Cronbach Alfa above 0.6

The results of the analysis show that all variables are reliable with Cronbach alpha above 0.6[46] and the validity test shows the value are above 0.6[47] that is indicate the data is valid and reliable for next step for next step in analyzing insight.

TABLE II. KMO AND BARTLETT' TEST

<b>Kaiser Meyer-olkin Measure of Sampling Adequacy</b>		0.935
<b>Bartlett's Test of Sphericity<sup>a</sup></b>	Approx. Chi-Square	1602.106
	df	276
	Sig.	0.000

<sup>a</sup> Sig at 0.001. (Table footnote)

The result of validity test using KMO and Bartlett's test shows the value is above 0.5 that is indicate valid. And the results of a Measure of Sampling Adequacy (MSA) are above 0.5 and from the results of the MSA test all indicators are above 0.9. Subsequently, the correlation of all variables has a positive and significant effect on satisfaction and intention to revisit. And from the correlation analysis, it can be said that all variables are very important to be used as a reference to develop tourist management programs, both those who have already come and those who have the opportunity to become prospective tourists.

TABLE III. CORELLATION TEST

Variables	Correlation	
	Satisfaction	Revisit
Reputation	0.515**	0.466**
System Quality	0.691**	0.657**
Information Quality	0.667**	0.672**
Price Perception	0.635**	0.621**
Ease of Use	0.661**	0.622**
Usefulness	0.694**	0.707**
Trust	0.763**	0.671**
Satisfaction	1	0.715**

<sup>b</sup> Significant at 0.05

The Corellation test show the relationship between all Independent variables to Satisfaction and Revisit are significant. It is indicate that all the variables are very important in developmpt of the e-CRM system.

TABLE IV. FACTOR ANALYSIS

Variables	Cluster		
	Ease & Usefulness of the System	Reputation & Trust	Reliability*
Good reputation and handling crisis		0.78	0.70 0.71 0.69 0.58
Good reputation on security and safety	0.59	0.68	
The important of transaction system	0.42	0.61	
The important of fast access of the System	0.52		
The important of user friendly			
The important of multi interface			
The important of no error or no crash	0.58		
The important of data security	0.52		
Information must detail and complete	0.68		
Have accurate and precise information	0.76		
Price must be competitive	0.61		
Additional Price must be well described	0.64	0.62	
Ease of use is a must	0.46	0.57	
Ease to operate in multi interface		0.48	
Ease to understand	0.57	0.63	
Useful to search and booking online	0.51		
Useful to find place and its information	0.65		
The Destinstion must give a assurance			
The information must be reliable			
The service must be reliable			
Must be trusted			
The system must give satisfaction			
The system must provide the			

Variables	Cluster		
	<i>Ease &amp; Usefulness of the System</i>	<i>Reputation &amp; Trust</i>	<i>Reliability*</i>
needs			

The results of factor analysis test are produced 3 clusters where the first cluster was labeled "Ease and Usefulness of The System", the second cluster was labeled "Reputation and Trust", and the third cluster was labeled "Information Services".

### B. SWOT Analysis

From the results of the SWOT analysis it appears that the Strength of the Tourism Village is Trust and Satisfaction.

TABLE V. SWOT ANALYSIS

Internal	
Strength	Weakness
- Existing visitor Satisfaction - Trust	- Information Quality, - System's Ease and Usefulness
External	
Threat	Opportunity
- Pricing - monopolistic provider	- Reputation

This Strength is supported by the culture and values of the local community that still hold strong religious and cultural traditions. The Weaknesses are the System, Information Quality, Ease and Usefulness. It can be seen clearly that the concept of the existing website is still very weak especially the concept of managing tourists who have visited. This community does not yet have good enough knowledge. Lack of human resources and skills, and lack of knowledge of CRM. The result for Threat is Price. The point here is due to lack of human resources so that prices can be set by the untrusted providers from the outside of the community and ultimately prices can be mocked. Then, factors that included in the Opportunity category is the Reputation of the village that once they won as the best and quality coffee production in the world in 2016 held in America by the International Coffee Association. This will make existing visitor eager to make revisit in the future. In addition, the next opportunity is tourists who feel satisfied. With good tourist management, by developing the concept of CRM, it can develop programs to improve revisit and strong word-of-mouth.

### C. E-CRM concept for Pasirmulya

Based on the analysis of the target market insight represented by tourists who have visited Pasirmulya village and strengthened by a SWOT study, the e-CRM concept for Pasirmulya village is as follows:

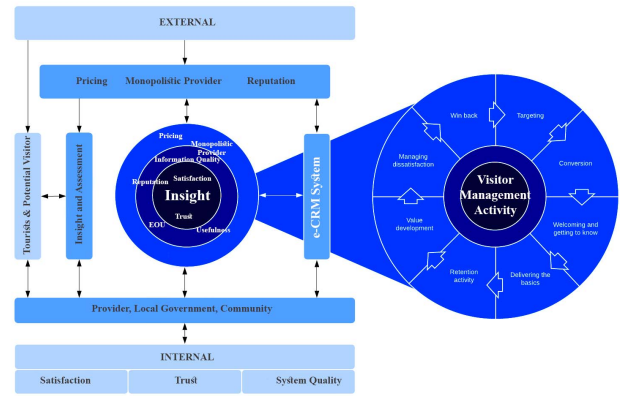


Fig. 2. Pasirmulya's e-CRM System

- External assessment gives the information of Pricing strategy, Monopolistic Provider, and reputation. Internal assessment gives the information of Satisfaction, Trust and System Quality. After gathering data from visitor and potential customer, the insight are given some keywords which are help the Pasirmulya create e-CRM system that start from Targeting, Conversion, Welcoming, Delivering, Retention activity, Value development, Managing dissatisfy and Win back, and so on.
- The initial appearance of the front page on the website must display quality information. Namely with photos of destinations and activities in the tourist village featuring tourists who visited the destination. Then directly lead the new to register and sign up to get more information and interesting offer and services. Need to make an acquisition program. The next screen for quality is short videos about tourist activities in the village of Pasirmulya.
- A testimonial page from tourists who have visited and to strengthen testimony about Pasirmulya's destination.
- Next is applying the concept of cultural values and traditional life values and Kopi as a mascot from Pasirmulya village.

Following is figure 2 which illustrates the concept of procedures and processes of the e-CRM-based website for Pasirmulya rural tourism destination.

And the Three Stage of e-CRM are:

### V. CONCLUSION

After analyzing and observation the potential for the provider in the rural tourism destination by the community, the writers found that it could be a big potential for the tourism destination to explore more deep in rural tourism scope. The challenges are the human resource to implement the system and the program once it start and run. We believe they realize need to be improved and have a better quality visitor management. Because of these limitations, some community have lost their focus and switched to product as their main offer to visitor. The Community especially the young generation must be more proactive in expanding the skill and knowledge to strengthen. Proactive can be done with the help of website or e-CRM.

From the initial stages of analyzing visitors with the concept of customer-based and oriented to visitors who have visited and feel satisfied, can provide clearer and more directed insight.

The potential impact of implementing e-CRM in the Pasirmulya Tourism Village is that it will make easier to find out information related to the Pasirmulya Tourism Village and update if there are new product and service developments and destinations.

Pasirmulya Village is need to start focusing on tourists who have already visited to get a domino effect, and attract potential new tourists to visit. By implementing e-CRM, this implementation can be made possible and can improve good relations with tourists.

The e-CRM system design for the Pasirmulya village that was proposed and designed to support the operational activities of the Pasirmulya village as a tourist destination can be further developed and with this e-CRM system, it will greatly help support analytical activities to be able to explore visitors insights and be able to manage the customer-driven process based to develop a better e-CRM system.

Developing more varied program in order to support the proposed e-CRM system with a wider scope including payment processing features, online orders that are more integrated to all businesses in the destination village of the Pasirmulya tourism village. Likewise, integration into e-commerce can include payment, shipping, and so on.

## VI. RECOMMENDATION

Pasirmulya is suggested to start focusing on visitors, by implementing e-CRM. Because with the establishment of a good relationship with the customer, it will improve other aspects. They also need to focus on improving service, increasing customer satisfaction and customer loyalty. By designing the proposed e-CRM system to support operational CRM activities, it can be further developed with an e-CRM system that supports analytical activities. The next suggestion is that Pasirmulya can develop an e-CRM system with a broader scope such as integration features into e-commerce so that it can include payments, shipping, and so on for products from rural small businesses. Also, empowerment of human resources related to IT will be very helpful for future development process.

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