Strategic planning for developing coffee as a tourist attraction in Rural Area (Case study: Campakamulya Village, Bandung, West Java, Indonesia)

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Abstract. This research aims to develop strategic planning for rural coffee tourism at Campakamulya Village. Puntang Coffee has successfully become one of the winners in the worldwide coffee competition based on the Specialty Coffee Association of America (SCAA). Campakamulya Village is one of the producers of Puntang Coffee. Coffee as a tourist attraction is one of the key elements in rural tourism performance and also as a tool to develop tourism in the area. The PESTLE analysis is used to assess the external factors about rural coffee tourism situation in Campakamulya Village. It also helps to identify factors for developing strategic planning and give conclusions. This research contributes to the community regarding the planning of the rural tourism strategy with an emphasis on coffee as an attraction can contribute to the development of the rural area and integrated approaches to sustainable development.

1. Introduction

The tourism sector has become one of the best ways to state income. Indonesia develops the tourism sector through the development of rural tourism. The development of rural tourism is a complex and strategic problem because the development of the number of tourists depends on the preparation of their destination. The increasing number of tourist visits can increase economic growth in rural tourist areas. Rural tourism areas should be well managed and integrated with typical regional aspects to encourage economic improvement in rural communities. Also, from the social side, the increasing number of tourists coming will open new perspectives for the community and will develop the social conditions of the village so that they become more and more dynamic. Therefore, to develop rural tourism, a measurable strategic plan is needed to anticipate the things that will harm society both socially and economically.

Strategic planning is a process that creates the appropriateness between management objectives and market opportunities. Allison, M., and Kaye, J. define strategic planning as a systematic process on which the organization agrees and builds on the commitment of key stakeholders to the priorities that are important to achieve their vision, mission and respond to the rapidly changing organizational environment. Strategic planning refers to the acquisition and allocation of resources to accomplish the
primary priority. [1]. Although strategic planning has been adopted by much rural tourism, both the management and the tourism literature [2] [3] help expand some of the primary gaps related to the implementation and implementation of strategic planning in diverse groups of stakeholders, cultures, and contexts. Strategic planning for rural tourism can show the strengths, weaknesses, opportunities, and threats of rural tourism. The results of the strategic planning of rural tourism are useful to increase the competitive advantage and obtain a better place in the market. The PESTLE analysis is widely accepted as a comprehensive method used for industrial and market valuations. [4]. PESTLE is an acronym of political, economic, social, technological, environmental, and legal factors (dimensions) that can affect the success and failure of the organization. This is an approach to estimate the external business environment. [5]. In tourism, people use PESTLE analysis to help assess the behavior of tourism demand. This analysis includes the following factors: socio-cultural, technological, economic, political, environmental, and legal regarding rural tourism. [6]. Each element in the PESTLE analysis is evaluated to detect possible problems in the area. After evaluating all the parties, identify the factors that are most likely to affect the organization. This results in a list of the main external influences to take action, both to take advantage of the opportunity and to anticipate all threats.

In the strategic plan for the development of rural coffee, tourism must follow the strategic actions carried out in recent years. The development of rural coffee tourism in the village of Campakamulya is a substantial problem and the priorities of the villages, and strategic government policies are established to increase the attractiveness and strengthen the development of the village. The opportunities offered by agriculture, the food industry, and rural coffee tourism make this sector the most important in the process of overcoming rural depopulation through sustainable economic and social development. [7].

2. Literature Review

2.1. Puntang coffee
Coffee is a type of beverage that comes from the processing of coffee beans seeds. The coffee is part of the Rubiaceae family with the genus Coffea. Coffee has only two species, namely, Coffea Arabica and Coffea Robusta. Arabica coffee is one of the types of commercial coffee grown in the area of Monte Puntang so that it becomes a product of high economic value. The cultivation of coffee in the Puntang area began in 2006 with the objective that the community does not carry out illegal logging, and this coffee is the livelihood of people around the Puntang mountain area. In 2017, the cultivation area is now 102 ha. [8]. Puntang Coffee has managed to become one of the winners of the world coffee competitions based on the Expo of the Special Coffee Association of America (SCAA) in Atlanta, United States, from April 14 to 17, 2016 [9]. Puntang Coffee gets a score of 86.25. The specialty of the Puntang coffee is to obtain the highest result because the Puntang coffee has a unique aroma. This coffee smells of blueberries, flowers, jasmine, vanilla, and lychee. The scent of jasmine is rare. While for the sweetness indicates that this coffee is organic. Apart from the aroma and flavor, which is in the order of the scoring, of course, also the coffee process and the coffee body.[10].

Campakamulya Village is one of the producers of Puntang Coffee. Campakamulya is an extension of Pasirhuni. The occurrence of division by area and population density. Campakamulya is part of the sub-district of Cimaung, Bandung Regency, West Java Province, Indonesia, with an area of 329.99 Ha. The total population in 2017 was 8,201 people, composed of 3,680 men and 4,521 women. Campakamulya is at an average height of 900 above sea level [11]. Visually, the administrative area of village of Campakamulya in figure 1.
Coffee as a tourist attraction is one of the important elements in the performance of rural tourism and as a tool to develop tourism in the village of Campakamulya, to improve the economy of local coffee producers in the sale of your coffee production. In carrying out the concept of rural tourism, the village of Campakamulya conjured coffee plantation areas to become a fresh and natural tourist spot. For some people, vacations become incomplete without the presence of a snack and a cup of hot coffee. These two things are mandatory menus for tourists and true coffee lovers. To feel the sensation of going on a coffee tour, the village of Campakamulya offers a variety of interesting coffee tours.

2.2. PESTLE Analysis
The PESTLE analysis provides a framework to investigate and analyze the external environment of an organization [12]. The framework should consider six main areas when it comes to identifying the sources of change. These six fields are:

**Political**: The analysis of political factors can be a change in government according to policies and priorities. It depends on the area of origin where the organization operates and increases the likelihood of political problems that may affect the organization and how it works.

**Economic**: The analysis of existing economic factors is limited to the area of origin, but because global trade continues to grow, these difficulties in a region tend to have an impact, often throughout the world. Examples of economic factors may be the level of growth in an economy or the confidence of the market in the economy in which the organization operates.

**Socio-cultural**: The analysis of the social and cultural factors that arise both from tourists and society causes changes, which are often subtle and difficult to predict or identify until the impact occurs.

**Technological**: The analysis to identify technological developments in the IT field, and that are specific to an industry or market. Identifying this technology is very important if the organization wants to recognize the potential they offer.

**Legal**: The analysis considers the factors that arise from changes in legislation because, in the last decade, there has been a significant increase in the scope and depth of legal regulations. Legal compliance became a major problem during this period, so many organizations conducted business analyzes to ensure compliance with laws or regulations. Some legal issues may come from the government.
Environment: Identify environmental aspects that are essential factors to support resources within a company. Examples of factors that arise from concerns about nature (or ecology): the environment, in other words, "green" problems, including increased concerns about packaging and pollution.

2.3. Strategic Planning
At present, most companies consider that strategic planning is only a task of senior management. Strategic planning often has not been by the reality that exists to create success in a competitive environment, or what happens is too vague a strategy to guide corporate actions. Some errors occur in companies that have strategic documents that are not systematic and opposed because managers organize the documents at different times [13].

The concept of strategic planning in tourism, especially in rural areas, is not new, especially in terms of vision and mission. Most of the literature confirms that the concept must have a vision and a mission. However, the interesting thing is that professionals discuss the issue more frequently [14]. Strategic planning is proposed to overcome critical problems to improve the performance of the organization. Based on Ansoff the concept of strategic planning consists of three elements, namely: vision and mission statement, the setting of objectives, and core strategy [15].

3. Research Methodology
This research applies the descriptive qualitative method with emphasis on case studies. To ensure the quality of the design of the case studies a standard approach is used to ensure trust, credibility, confirmation, and dependence on the investigation.

Data collection techniques use in-depth interviews and non-participant observation with informants. Information gathering uses data triangulation techniques, including participant observation and interviews.

The selection of informants was intentional and was a simple random method that consisted of village officials, communities related to tourist destinations. Table 1 shows the distribution of the informants interviewed. The interviews were conducted face to face and recorded. The data analysis techniques used include three stages: data reduction, data visualization, and conclusion. In this study, the informants were 12 people, consisting of 5 village officials, 3 representing tourism-conscious communities, 3 villagers, and headman as cross-checking data.

| No. | Informant | Position |
|-----|-----------|----------|
| 1.  | Mr. H. I  | The Headman of Campakamulya Village |
| 2.  | Mr. A. S  | Planning Coordinator of Campakamulya Village |
| 3.  | Mr. S     | RT 1     |
| 4.  | Mr. G     | RT 2     |
| 5.  | Mr. H     | Village Secretary |
| 6.  | Mr. A     | Head of Development Program Coordinator |
| 7.  | Mr. A     | Coffee Farmer |
| 8.  | Mr. F     | Farmers and Coffee Entrepreneurs |
| 9.  | Mr. S     | Chairman of Tourism Activator Community |
| 10. | Mr. N     | Villager |
| 11. | Mr. J     | Villager |
| 12. | Mr. N R   | Villager |
4. Results and Discussions
The results of the PESTLE analysis to identify six key areas in coffee as a tourist attraction in Campakamulya Village in table 2

| Levels       | Potential                                                                 | Obstacles                                                                 |
|--------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Political    | • The Central Government of Indonesia has designated tourism as one of the top 10 priorities for the 2017 Program | • Organizational structures of village governments do not meet the standards to develop coffee as rural tourism of product.  
• The central government does not support the development of Arabica coffee cultivation. |
| Economic     | • Local and international investors are beginning to consider Puntang coffee as world-class coffee.  
• The coffee sector has contributed little to the economy of the rural population. | • The financial support of the provincial government is still lacking.  
• There has been no cooperation with distribution channels and travel agencies to help local and international tourist arrivals to the location. |
| Social       | • Communities have a high degree of solidarity with each other.            | • The community does not have the awareness to support and provide consumer services on products, local wisdom, uniqueness, and culture in a professional manner |
| Technological| • Internet access has reached the village level.  
• The Internet can be the central means to promote coffee as a tourist product to attract foreign tourists. | • Communities are still limited in the use of computers and the Internet |
| Legal        | • Government Law number 10, the year 2009, four pillars form the basis of rural tourism development: destination, industry, marketing, and institutional. | • The legal framework for coffee is missing. |
| Environmental| • The rural environment with the characteristics of coffee trees.            | • The management of coffee adventure tourism activities that are not good can damage the existence of the natural environment. |
Levels | Potential | Obstacles
--- | --- | ---
 |  | • Local and regional policy agreements that are lacking in the coffee environment.

4.1. Strategic planning for rural coffee tourism in Campakamulya Village

The results of the formulation of the strategic planning of rural coffee tourism in Campakamulya are:

1. Vision and mission statement
   The village of Campakamulya seeks to improve the position of Puntang coffee tourism as a rural coffee tour that produces high-quality coffee for the specialty coffee market. Its mission is to be recognized around the world for its achievements as rural coffee tourism that provides higher incomes for farmers and rural communities, and offers memorable attractions for tourists. This vision and mission statement reflects the priorities granted by Campakamulya Village for the well-being of rural communities and customer satisfaction.

2. Setting objectives
   The objectives contained in the strategic planning are the following: a. Position rural coffee tourism as a specific purpose. b. Notify information to those interested in coffee tourism about the standardization of higher targets to give the impression of integrated tourist attractions.

3. Core strategy
   The central strategies proposed are added value or competitive advantage and differentiation strategies consisting of a. Scope of the product/industry b. Geographical scope c. Development of resources.

4.2. Discussion

Rural tourism in Campakamulya is a promising sector of the tourism industry, but it still depends directly on the socio-economic development of rural areas. Many rural destination define tourism as a priority for development. However, there is a lack of evaluation of the potential of the development sector, both in terms of statistical resources, accommodation facilities, and tourist flows as well as financing and investment resources. The low social, technical, and road infrastructure conditions in rural areas also hinder the development of tourism. A small number of farmers see rural tourism as a way of diversifying their activities and opportunities for additional income.

At the same time, one of the main obstacles to the development of coffee tourism, especially in rural areas, is the lack of culinary zoning. The presence of culinary maps and national calendars for the culinary vacations in Campakamulya will be oriented, on the one hand, to the specialties and tourist products that characterize certain regions, and others will facilitate to the tour operators the creation and supply of products specifically for tourism. Coffee tourism is directly related to the production of local products, with agriculture and livestock, which are significant requirements for the development of culinary areas.

5. Conclusions
All PESTLE factors have a big influence on rural coffee tourism in Campakamulya Village. In terms of factors that have the first influence is economy followed by political factors that have interests similar to social factors. These three categories of effect are more important than legal, environmental, and technological. The political and legal, originated by the central government, may represent the main opportunities or threats for rural coffee tourism. As can be expected, many of these factors have a very great impact on the habits of customers, competitors, and the value system. The importance of being associated with political, economic, and environmental factors is because it increases with the increase of visitors to rural coffee tourism.

The village government of Campakamulya needs to develop great strategic planning. They are aware of the limited funds of the central government, so they choose priorities in the budget that are
related to the vision, the mission and the goal of becoming a tourist destination of superior rural coffee. The current strategic planning is not yet clear enough. They are still focused on improving infrastructure. There are not many development opportunities because there is no structured program to measure and identify the potential of the region. The limitations are small areas and low bargaining power, which is a problem for the regional government to develop and design a distribution ecosystem for coffee producers as a potential value proposition and a competitive advantage of the village that can not be executed and implement correctly. Although it has been carried out by the government and local leaders, there are no specific guidelines to implement the program as a tourist village, so the management is not focused and tends to execute the plan reactively.

This research contributes to the community that the planning of the rural tourism strategy with an emphasis on coffee as an attraction can contribute to the development of the rural area and integrated approaches to sustainable development so that it will bring economic, social and environmental benefits. The priorities for sustainable and balanced regional development require a re-evaluation of resources in Indonesia in terms of sustainable development of agriculture, the food industry and tourism as an integral sector so that they do not develop separately.

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