

POST COVID-19 RECOVERY STRATEGIES: REVITALIZING SAUNG ANGKLUNG UDJO BUSINESS MODEL

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Abstract. Saung Angklung Udjo is one of the cultural tourism objects and attractions in Bandung. Saung Angklung Udjo is currently facing competition issues, such as the growth of various tourism businesses in Bandung and decreasing level of public awareness of culture, especially Sundanese culture. Furthermore, the COVID-19 pandemic has changed the landscape of the tourism industry as well as the behavior of consumers or tourists who have adapted to new normal conditions. This research aims to formulate a new business model which can be used as a business development strategy for Saung Angklung Udjo in the future. This descriptive qualitative research used purposive sampling as the technique of determining respondents, based on Business Model Canvas (BMC) approach, which was equipped with SWOT analysis and Blue Ocean Strategy (BOSS). The findings showed that creating a hydroponic nursery center by utilizing vacant land, collaborating with various modern art communities, adapting the creative process of Angklung performance videos, and running e-tourism programs will attract broader customer segments (generation Z and millennials), as well as more, deserve of the revenue stream. This research still has many limitations, in terms of research objects there are still many that can be examined, such as service quality, customer satisfaction, cost analysis, etc.

Keywords: SWOT analysis; blue ocean strategy; business model canvas; cultural tourism; Saung Angklung Udjo

I. INTRODUCTION

Indonesia is well-known for its competitive advantages, such as natural resources, flora, and fauna, primordial relics, historical relics, exquisite arts, and culture which are spread from Sabang to Merauke. Furthermore, Indonesian tourism itself has been recognized as one leading sector that has a broad dimension. In this case, Indonesian tourism helps to boost the country's foreign exchange and local revenue (PAD), regional development, investment, and employment absorption, and also business development which are spread across various regions in Indonesia (Irhamna [1]; Febriana & Pangestuti [2]; Shantika & Mahagganga [3]).

According to the Ministry of Tourism and Creative Economy [4], Indonesia's tourism condition in 2019 was good, in terms of both macro and micro, by showing developments and improvements in the national Gross Domestic Product (GDP). In macro conditions, there was a significant increase in national GDP by 4.90 percent with foreign exchange reaching US\$ 239.24 billion and absorbing 14.96 million workers in the tourism sector. Moreover, the export value of creative economy products, which the government has begun to intensively facilitate human resource creativities, amounted to US\$ 22.07 billion. In micro condition, there was an increase in the number of foreign tourists as many as 16.10 million visits and 312.50 million domestic tourist trips. On the other hand, the Travel and Tourism Competitiveness Index (TTCI) indicator was very crucial to measure tourism competitiveness against tourism in other countries. According to the World Economic Forum (WEF) assessment,

Indonesia's position had increased from number #42 in 2017 to #40 in the world.

Bandung City is the capital of West Java Province, which is known and popular with both local and foreign tourists. Parijs van Java means "Paris of Java" is the name that is still used to describe Bandung today. Bandung is located about 791 meters above sea level, of course, this makes Bandung has a comfortably cool climate. It is also located close to DKI Jakarta, the capital city of Indonesia. Therefore, it is not surprising that Bandung is a favorite weekend destination for many Jakartans. Various tourist attractions and activities also have been developed so that it has attracted visitors from various community groups. Based on research by Musa & Camari [5], there are many tourists from Sudan, Egypt, South Africa, Morocco, etc. choose Bandung as a place to do leisure activities.

Table 1. Number of Foreign and Domestic Tourist Visits

Year	Foreign Tourist	Domestic Tourist	Total
2015	183.932	5.877.162	6.061.094
2016	186.948	6.712.574	6.899.522
2017	189.902	6.770.610	6.960.512
2018	227.560	7.357.785	7.585.345
2019	350.021	7.402.135	7.752.156

Source: Bandung City Central Bureau of Statistics [5]

Cultural tourism has developed into one of the people's choices for leisure. According to Organisation for Economic Co-operation and Development (OECD [6]), culture and creative industries are forms of innovation to

promote tourist destinations, in addition to nature tourism and adventure tourism. Furthermore, musical performances, buildings or objects in museums, works of art, and festivals can affect tourists in different ways (UNESCO [7]). One of the cultural tourism objects and attractions in Bandung is Saung Angklung Udjo (SAU). Various cultural shows originated in West Java, such as Wayang Golek shows, Helaran ceremonies, traditional dance arts (“mask” dance and peacock dance), the Angklung orchestra, Angklung Pa-Daeng, and Arumba are demonstrated in the “Bamboo Afternoon Show” at Saung Angklung Udjo. Furthermore, as the name suggests, the main strength of Saung Angklung Udjo is the Angklung musical instrument, which was classified as an Intangible Cultural Heritage of Humanity by UNESCO in 2010. Another strength lies in the life values reflected in the philosophy of the Sundanese in communicating: *Silih Asah*, *Silih Asih*, and *Silih Asuh* (smarten up each other, love each other, take care of each other).

The development of traditional-art creativity at Saung Angklung Udjo has recently involved four to five generations of society through empowerment activities. Numerous activities at Saung Angklung Udjo also have empowered local economic activities, such as bamboo farmer activities, trading activities, tourism industry activities, and many more. Additionally, the existence of Saung Angklung Udjo has socio-culturally become the center of community activities.

The value which Saung Angklung Udjo has offered to tourists is the introduction to various aspects of Sundanese culture and the fascinating atmosphere in the tourist area. However, the number of tourists visiting Saung Angklung Udjo every month fluctuates. The average number of foreign tourists visiting is more than 1,000 people, while the average number of domestic tourists visiting is more than 10,000 people. In addition, the most visits of foreign tourists happened in 2017 when there were 26,240 visitors. On the other hand, the most visits of domestic tourists occurred in 2019, which reached 228,599 people. With a fluctuating number of visits, Saung Angklung Udjo has faced several obstacles, such as the decreasing level of public awareness of culture, especially Sundanese culture. It is well known that many traditional art creativities do not last long and are marginalized by various popular cultures and foreign cultures. In this case, the dynamic nature of culture has caused cultural preservation activities to face great challenges. Then, the growth of tourism business competition in the city of Bandung has grown quite rapidly.

The COVID-19 spread in Indonesia has affected all sectors of life, starting from the economy, politics, health, education, and even travel planning (Islamy [8]). It is known that tourism is one of the industries in the world that has a fairly fast reaction to events and changes in the environment, such as security threats, economic changes, and visiting-pattern changes (Rahman [9]). In line with this, Gosling [10] and Raharti [11] stated that tourism is currently a sector that has been severely affected and can even be said to be completely paralyzed due to the COVID-19 pandemic. Hundreds of hotels, restaurants and travel agencies were forced to close. In addition, several airlines have made losses

due to the regional quarantine, closure of access to and from a certain area, travel restrictions, and travel warnings. Moreover, the United Nations World Tourism Organization (UNWTO [12]) reported that COVID-19 caused a loss of around US\$ 536 billion (-63.7 percent) in international tourism receipts.

Saung Angklung Udjo once closed its operational activities from March to May 2020 as an effort to suppress the spread of COVID-19. The number of tourist visits in June 2020 dramatically decreased and there were only about 20 people consisting of group segments. Therefore, the number of performance schedules also went down significantly due to the lack of a tourist quota. Furthermore, Saung Angklung Udjo had to reduce human resources for operational cost-efficiency. These conditions had a disastrous impact on Saung Angklung Udjo. COVID-19 has also changed the way people live their lives and the way they do their routines (new normal). To maintain the existence of Saung Angklung Udjo as the mainstay of cultural tourism in Bandung, of course by paying attention to the welfare of the people involved, it is necessary to reformulate the business model to make the new one that suits the new normal conditions. Therefore, the potential of existing tourism resources can be optimized for use. The Business Model Canvas (BMC) is one of the business concepts used to design a business development strategy. According to Osterwalder & Pigneur [13], BMC is divided into 9 building blocks covering 4 main areas in a business, namely customers, offers, infrastructure, and support financial. Thus, this research aims to design ideas for business model planning of Saung Angklung Udjo in the future by looking at the current conditions of Saung Angklung Udjo's BMC, SWOT analysis, and Blue Ocean Strategy (BOSS).

Kadir [14] did entrepreneurship perception analysis and silk business development strategy in Wajo Regency, South Sulawesi. This research was conducted using a business model canvas and SWOT analysis. Research results are used to create industry progressive and growing silk.

Novitaningtyas [15] researched business development strategies in Brajan Village. In this research, a business model canvas was used for mapping current conditions. In addition, a SWOT analysis was applied to identify the condition of internal factors based on the marketing mix of services and the conditions of external factors based on economic, environmental, political, social-cultural, and technological conditions.

Utami [16] in their research use Blue Ocean Strategy Analysis (BOSS) to analyze the innovative performance of eco-friendly tourism services in Indonesia. As is known, eco-friendly tourism is becoming a major concern for sustainable environmental management. Then, the result shows that eco-friendly tourism services in Indonesia have a trend of taking high risks to innovate and elevate their competitive advantage through differentiation.

Kurniawan & Abidin [17] undertook a research on tourism development strategies in Kampung Durian, Ngrogung Ngebel, Ponorogo. This research used both BMC and SWOT analysis. The development strategy is very

essential to apply, considering that Kampung Durian was the only village that had natural products (durians) in Ponorogo. Furthermore, Wójcikiewicz [18], attempted to construct an E-platform for sailing tourism, based on the phenomena of intensive development of sailing tourism in many places across the world that was profitable enough from a sustainable tourism standpoint. The research conducted combined both sailing tourism and Information and Communications Technology (ICT) to reach a wide variety of tourists and also enable transactions. Furthermore, BMC is used to modify its structure and operations.

Digitalization, according to Ammirato [19], has a substantial impact on the cultural tourist sector, both supply and demand. The Internet of Things (IoT) and Virtual Augmented (VA) technologies can provide people with new cultural experiences while also allowing businesses to expand their markets. The use of this technology has become increasingly popular due to COVID-19. It is known, that hundreds of tourist attractions were forced to close to reduce the spread of the virus. As a result, tourism companies supply a variety of digital cultural tourism content to meet the needs of visitors. Özdemir [20] stated that creating a space for contemporary art in cultural performances can directly promote cultural tourism to wider society. Although art is also part of the culture, contemporary art has a creative way to connect time and culture with society. In addition, arts and cultural tourism can support each other and create shared value.

Putri [21] mentioned in their research that visitors will not forget their experience at Saung Angklung Udjo because of the various attractive and creative art performances. Additionally, the harmony of colorful costumes and boisterous bamboo shows also made them lively. Furthermore, the visitors, in this case, could feel, do, see and hear a variety of shows, such as wayang (traditional puppet), dances, and music that they might find difficult to find in their hometown.

II. RESEARCH METHODS

This research was conducted at Saung Angklung Udjo which is situated at Padasuka Street No. 118, Pasirlayung, Cibeunying Kidul Sub-district, Bandung. It was undertaken from September 2021 to March 2022. In addition, this research used a descriptive qualitative method with a case-study approach. The types of data used in this research were primary data and secondary data. There are two groups of respondents in this study, namely the internal and external parties of Saung Angklung Udjo. They consist of the (1) President Director, (2) Production Manager, (3) Content Digital Creator staff, (4) Sales and Marketing staff, (5) Public Relations staff, (6) Saung Angklung Udjo's former employees, (7) visitors, (8) cultural experts, (9) Section Head of Tourism Destination at Department of Culture and Tourism Bandung, and also (10) Community Activists of Saung Angklung Udjo.

The data collection techniques applied in this research were as follows: (1) Observation, or the process of obtaining data using systematic observation and recording of everything which appears on the research object; (2) Interview, which is

two-way communication by compiling a list of questions which have been prepared in advance; (3) Questionnaires which the distribution is executed with the assumption that the respondent is the most knowledgeable, competent, and a trustworthy person in their field; (4) FGD or focused discussions, which is conducted to get sharp analysis results and be able to make the best strategic decisions regarding future business models; and (5) Literature Study and Documentation in the form of various notes such as books, newspapers, catalogs, photos, videos, journals, annual reports, and other notes related to the topic being studied.

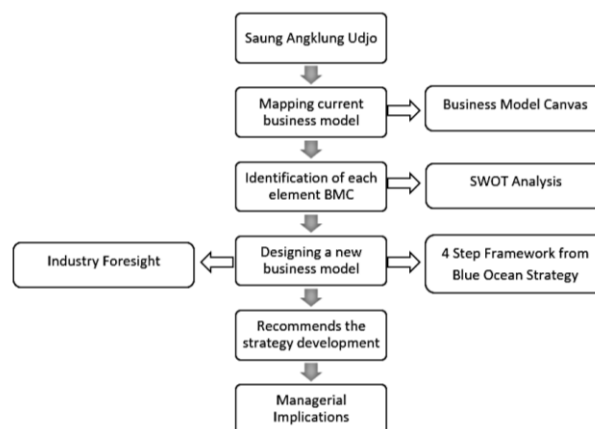


Figure 1. Research Framework

The business model development design at Saung Angklung Udjo was carried out through a series of analyses starting with a descriptive analysis to determine the conditions before the COVID-19 pandemic (Figure 1). Identification of the 9 elements of BMC, namely customer segments (CS), value propositions (VP), channels (CH), customer relationships (CR), revenue streams (RS), key resources (KR), key activities (KA), key partnerships (KP) and cost structure (CS) was needed to determine the goals and objectives to be achieved by Saung Angklung Udjo. Then, each element would be assessed in detail using SWOT, where SWOT described various internal factors, including strengths and weaknesses, and also external factors, including opportunities and threats. SWOT also allowed for more concentrated inspection and evaluation of a company's business model and its components. The SWOT analysis findings are then used to predict future business models. In addition, industry foresight would be conducted by observing the future conditions of the industry, especially in the new normal era, to facilitate the formulation of a new business model design, which applied the blue ocean strategy with a four-step framework (the eliminate-reduce-increase-create scheme).

III. RESULTS AND DISCUSSION

Saung Angklung Udjo's Recent Business Model

Information related to the BMC's nine elements at Saung Angklung Udjo was determined based on the results of interviews and FGDs on 5 Saung Angklung Udjo internal

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Buyer-Supplier Relationship <ol style="list-style-type: none"> Bamboo Farmers Bamboo Craftsmen Food-Ingredient Suppliers Artists 	Service Operation <ol style="list-style-type: none"> Service Preparation Service Delivery Tourism Service Maintaining a Good Relationship with Customer 	<ol style="list-style-type: none"> Bamboo Afternoon Show 	<ol style="list-style-type: none"> Advertising Personal Assistance (Hospitality) Communities 	Diversified <ol style="list-style-type: none"> Cultural Tourism Visitors Area Tenants
Non-Competitor Strategic Alliance Relationship <ol style="list-style-type: none"> Entrepreneurs (Hotel, Travel Agents, and Wedding Organizers) Governments 	<ol style="list-style-type: none"> Infrastructure (including Bamboos) Brand Skilled Human Resources 		<ol style="list-style-type: none"> Word of Mouth Social Media (Instagram, Facebook, Twitter, and Youtube) Website Travel Agents Retails 	Geography <ol style="list-style-type: none"> Jabodetabek Cirebon Tasikmalaya Central Java East Java Europe America
Cost Structure <ol style="list-style-type: none"> Raw Materials (Bamboos) Product Processing Promotion and Marketing Activities Employees and Artist's Salary Operational Cost 		Revenue Streams <ol style="list-style-type: none"> Show's Rate Angklung and Souvenir Sales Catering Parking Fees Space Rentals 		Demography <ol style="list-style-type: none"> Students Teachers and Lecturers Employees Activist

Figure 2. Saung Angklung Udjo's Business Model Canvas

employees and 78 external people who were Saung Angklung Udjo's partners, visitors, and tourism experts in the implementation of cultural tourism activities.

First is the customer segment (CS), Saung Angklung Udjo was visited by many tourists from all society segments, of course, of all ages and genders. The value proposition (VP) offered was "Bamboo Afternoon Show".

The channels (CH) owned by Saung Angklung Udjo were websites and social media. Moreover, Saung Angklung Udjo relied on "Word of Mouth" to attract visitors. The current customer relationship (CR) strategies applied are advertisements on diverse social media, services that prioritize personal assistance (hospitality), and community to visitors. So far, Saung Angklung Udjo's revenue (RS) has only come from the entrance-ticket fare of the shows, Angklung and souvenir sales, catering, parking fees, and space rentals. Additionally, key resources (KR) used to support this cultural tourism are infrastructure, human resources, and branding. The key activities (KA) done at Saung Angklung Udjo were service activities and maintenance activities (monitoring the facilities' condition). In addition, the key partnerships (KP) currently being carried out were partnerships with bamboo farmers, bamboo craftsmen, food-ingredients suppliers, artists, entrepreneurs (hotels, travel, wedding organizer entrepreneurs), as well as governments. Finally, the cost structure (CS) consisted of the cost of bamboo raw materials, bamboo processing, promotional activities, employees' and artists' salaries, and other unexpected costs.

Industry Foresight

Industry foresight of cultural tourism was gained from the viewpoints of various parties who are actively engaged in tourism businesses and tourism associations through direct interviews. The following are the opinions on the future development of the tourism industry: there will be an increase

in consumer demand for tourism after global travel restrictions to suppress the spread of COVID-19. Furthermore, cultural tourism has a great allure and is an ideal business in Indonesia as it can play a role in creating market breakthroughs. In addition, the development of a conceptualized and integrated culture-based tourism sector can create local characteristics and empower the community.

It is estimated that for the next five to ten years, the number of tourist visits (both foreign and domestic tourists) will increase if only Saung Angklung Udjo can increase creativity which can create positive differentiation. With creativity, Saung Angklung Udjo can also target other objectives, not only student or university student groups. Saung Angklung Udjo also must possess various special competencies, such as (1) technical matters, in which Saung Angklung Udjo can determine the quality of performances and also maintain the facilities and infrastructure that pay attention to health aspects (CHSE), (2) marketing competence, in which Saung Angklung Udjo is expected to be able to see existing market opportunities and identify the intended market segmentation, (3) information system field in which the human resources of Saung Angklung Udjo must be able and master information technology.

In this case, Saung Angklung Udjo has already had a solid foundation as a tourist destination and only needs a few changes. Saung Angklung Udjo is a so-called interpretation of Sundanese culture in the city of Bandung and also the face of Indonesia which possesses cultural diversity. Saung Angklung Udjo is indeed not the only cultural tourism in Bandung and also Indonesia, but good management might be one of the benchmarks for other tourism businesses.

Infrastructure and transportation are the main supports in the development and become the key to increasing people's income. In the next five to ten years, it is estimated that Saung Angklung Udjo will have better infrastructure and

transportation because of technological advances. The infrastructure includes road infrastructure and sewerage and sanitation systems. Furthermore, in terms of government policies, for the next five to ten years, government policy will focus more on the development of cultural tourism. The government can intervene in cultural tourism by enacting several policy instruments that can be used to control and incentivize the development of sustainable tourism.

Table 2. The SWOT Analysis Results of Saung Angklung Udjo's Business Model Canvas

Element	SWOT	Point SWOT
Customer Segments	Strength	The customer base has already been segmented
	Weakness	The main focus was on primary students, high school students, and university students
	Opportunity	National-scale tourism growth, Government policy
	Threat	Competitors threaten markets
Value Propositions	Strength	Angklung is one of the world heritage objects, A unique Bamboo Afternoon Show
	Weakness	Some of the facilities are inadequate
	Opportunity	Product development, showed modification, the needs that could be fulfilled through value expansion
	Threat	Lack of tourist interest in local culture
Channels	Strength	The channels were effective enough
	Weakness	The use of social media was still not maximized
	Opportunity	Advancement of information technology, e-tourism, travel agency growth
	Threat	Unstable internet network
Customer Relationship	Strength	A good relationship with media partners and customers
	Weakness	Manually registering orders
	Opportunity	Reward for customers
	Threat	The website does not provide comprehensive information to prospective buyers.
Revenue Stream	Strength	Various sources of income
	Weakness	There isn't much profit
	Opportunity	The availability of new sources of income
	Threat	Depends on a seasonal income stream
Key Resources	Strength	Professional and highly skilled employees and artists, strong brand
	Weakness	Employees who are dissatisfied with SAU management
	Opportunity	Hospitality and service excellent training
	Threat	Suppliers offer high-quality materials
Key Activities	Strength	Service and maintenance which suited the obligations
	Weakness	Dapoer Angklung still did not represent Sundanese dishes
	Opportunity	IT utilization, partner collaboration
	Threat	Bamboo raw material delay
Key Partnerships	Strength	Partnership with various parties
	Weakness	Partner relationships might create conflict
	Opportunity	Cross-selling with partners
	Threat	Losing one of the main partners
Cost Structure	Strength	The revenue was able to meet the intended the total cost
	Weakness	It is not achieving economics of scale
	Opportunity	Promotional activities by influencers and through the internet
	Threat	Peak season, Unexpected costs

SWOT Identification on Saung Angklung Udjo's Business Model Canvas

In this discussion, the researcher wants to conduct an evaluation using the SWOT approach. Table 2 describes the results of the SWOT analysis on each BMC element based on observations and interviews.

Business Model Design through Blue Ocean Strategy

A new business model idea becomes a significant thing to design a better and more innovative business model. A businessman has to do a lot of reviews of the best possible way to create something new, invent the uninvented one(s), or achieve the intended function. After that, business model innovation is implemented due to one of 4 (four) objectives. They are to (1) address unmet market demands, (2) introduce new technology, products, or services to the market, (3) improve, disrupt, or transform an existing market with a better business model, or (4) establish a whole new market.

There are 4 main questions to consider while creating a business model prototype that is combined with the blue ocean strategy principles. They are what should be created, eliminated, increased, and reduced, referring to the current and future conditions. Therefore, the design of this business model is expected to not only make improvements but also create innovations beyond the core competencies of Saung Angklung Udjo.

In this research, the researcher offers the idea of designing a business model of various blue ocean strategies where these ideas are interrelated or can influence one another. New ideas based on Blue Ocean Strategies are driven by several central points of innovation, such as key activities and value propositions. The creativity of the entertainment team is the beginning of designing a business model idea where its function is to create and handle various entertainment programs from each consumer segment. Based on current conditions, it can be seen that Saung Angklung Udjo does not have many events. Therefore, the role of the performance team needs to be maximized to be able to provide new things at Saung Angklung Udjo. Hydroponic nursery centers will be handled by the show team as a new attraction driven by the value proposition. Of course, unused land was used to develop this attraction. The hydroponic nursery center is not only for attracting students but also for adults, where this activity introduces future sustainable farming systems.

One way to attract Generation Z and millennials more is by collaborating with various modern arts, such as fine arts and animation, to perform multi-function. This collaboration is expected to help Saung Angklung Udjo's performing arts become more well-known in the community. Saung Angklung Udjo can also use the cafe area that was just created at the end of 2021 to perform contemporary songs using Angklung. Furthermore, Saung Angklung Udjo must be able to adapt the creative process of Angklung performances in videos for virtual tours also maximize existing website content and create mobile applications to make it easier for potential tourists to get information. In this case, e-tourism was created because it has various functions and features,

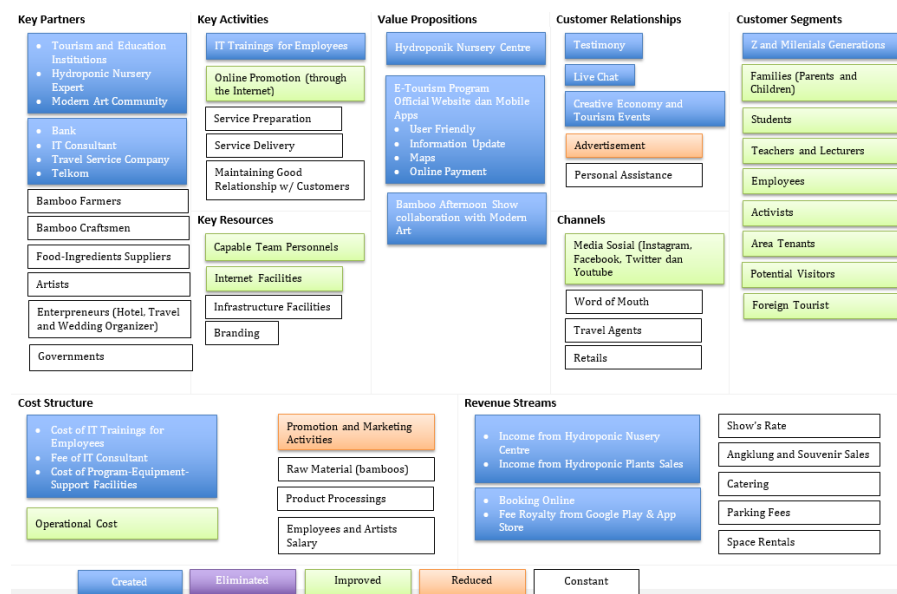


Figure 3. Saung Angklung Udjo's New Model Business Canvas

including ease of use, responsiveness, fulfillment, security or privacy, personalization, visual appearance, information quality, trust, and interactivity (Shihab & Murthado [22]).

Changes in the key activities and value proposition offered by Saung Angklung Udjo resulted in the changes in the required resources. Saung Angklung Udjo requires several supporting facilities, such as workers and other supporting equipment. Moreover, qualified workers who have good marketing skills are needed for promotional activities and program marketing.

In implementing this business model design, Saung Angklung Udjo actively cooperates with employees and external partners. Of course, this includes government support. Saung Angklung Udjo also optimizes cooperation with various parties that are mutually beneficial. In terms of promotional activities, Saung Angklung Udjo cooperates with various educational and tourism institutions, both formally and non-formally.

Managerial Implications

This alternative planning idea of course has advantages and disadvantages to be implemented and its use must be adjusted to the opportunities and management capacity. The managerial implications offered in this research to the management of Saung Angklung Udjo, are as follows:

1. Saung Angklung Udjo needs to develop a system of educational regeneration, institutionalized training, and professional HR management.
2. Saung Angklung Udjo conducts equalization of perceptions and sets appropriate individual criteria standards for all elements that work with managers.
3. Saung Angklung Udjo selects cooperation partners by considering the track record achieved by the modern art community and IT company.
4. Saung Angklung Udjo needs to hold an internal meeting to discuss cost estimates, budgets, BEP estimates, and

profit estimates to be able to determine the price of new packages tours, and also e-tourism programs.

IV. CONCLUSION

This research offers an idea for planning a business model based on the blue ocean strategy which can be applied by Saung Angklung Udjo to develop its tourism business in the future. This idea was spurred by several innovation centrals, including key activities where Saung Angklung Udjo maximized the creativity of the entertainment team whose aim was to increase the contributions of employees to the events held. Furthermore, the value proposition is in the form of a new entertainment program, namely the hydroponic nursery center. Saung

Angklung Udjo also collaborates with various modern art communities, playing contemporary songs with Angklung in the cafe area, adapting the creative process of Angklung performance videos maximizing existing website content, and creating mobile applications to attract generation Z and millennials.

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