Designing a Customer Journey Experience for Income Generation Tourism Industry, Case Study: Dusun Bambu

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ABSTRACT
The COVID-19 pandemic has caused a huge decline in the global tourism industry, including Indonesia, that causes many businesses to close and people to lose their jobs. The objectives of this study are to identify the current business situation of Dusun Bambu, which includes analyzing the customer journey experience, knowing what aspects need to be improved to avoid any negative experiences. This study uses qualitative methods with video content observation and creating touchpoint templates. The results show that there are four out of seventeen touchpoints that give negative customer experiences and need to be improved. However, each of the seventeen touchpoints is given a solution to provide the customers with better experiences. In conclusion, the solutions were proposed along with the implementation plan, hoping to improve the business situation of Dusun Bambu.

KEYWORDS: *COVID-19 pandemic, customer journey experience, customer satisfaction, tourism industry, video content observation*

JEL CLASSIFICATION: *M31*

1. INTRODUCTION

One of the requirements that the tourism industry could operate is to have tourists from all over the world travelling to countries. The COVID-19 pandemic began in 2020 with 719,758 confirmed cases were reported around the world. More than 200 nations throughout the world are impacted by protracted coronavirus outbreaks. Wuhan City was among those who first encountered the COVID-19 pandemic (Candra & Rekha, 2020). Compared to the same period in 2019, locations welcomed 900 million fewer foreign visitors between January and October, according to the World Tourism Organization (UNWTO). This equates to a loss of US$ 935 billion in export profits from foreign tourism, which is a loss that is more than ten times greater than the one experienced in 2009 as a result of the effects of the global economic crisis (World Tourism Organization, 2020). As shown in Figure 1, Asia and the Pacific have the largest drop of 94% compared to the other regions.

Due to the closing of international borders for tourists, this causes the movement of people across countries to decline – a big impact to the global tourism industry and a dramatic increase of job losses. Not only there are businesses that experience economic losses, but also many of them had to close down due to many restrictions and not being able to cover their operational expenses.

Among the biggest travel restrictions owing to pandemic impact, International Tourist Arrivals (overnight visitors) decreased by 70% from January to August 2020 compared to the

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same time in 2019 (770 million fewer travels in 2020 than in 2019) (World Tourism Organization, 2022). In terms of financial loss, it equates to $730 billion loss in export revenue. Since the global tourism industry relies on foreigners, there is an even greater loss in their businesses.

According to the Central Bureau of Statistics, the number of foreign tourists entering Indonesia recorded in the beginning of 2020 went through a decline of 7.62% compared to the number of foreign tourists entering Indonesia in December 2019 of 1.37 million.
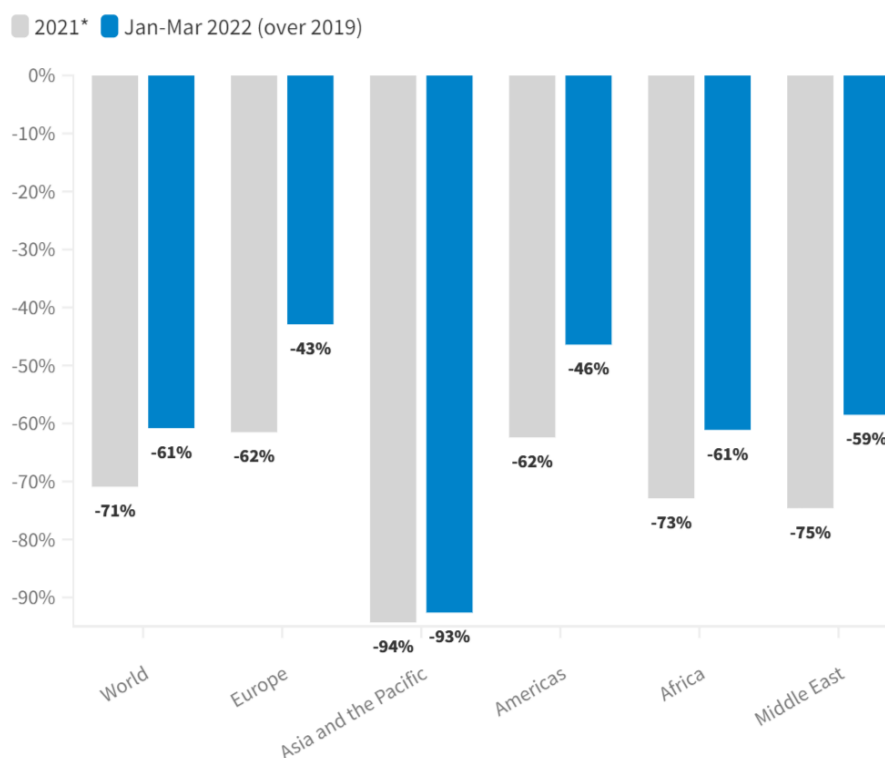

Figure 1. International tourist arrivals in all regions
Source: UN World Tourism Organization (2022)

There are many methods of analyzing a customer experience that have been done, such as conducting questionnaires or surveys that are commonly used. However, observing through videos is another way to analyze a customer experience in which not many people have done it yet and still remains vague. It is a more qualitative method rather than a quantitative method.

Dusun Bambu is the largest outdoor dining resort in Bandung with an exact address of Jl. Kolonel Masturi No.KM. 11, Kertawangi, Sub-district of Cisarua, District of West Bandung, West Java 40551 that has a 5-star concept. Customers are given several choices of restaurants (Western, Asian, Sundanese, Balinese), and each restaurant has its own unique concept. Not only Dusun Bambu provides a variety of restaurant choices, but also a couple of choices of resorts (Glamorous Camping and Cottage).

As demonstrated in Figure 2, the sales increase of Dusun Bambu reliant in 2019 is not very significant. Due to the pandemic, they had to shut down a couple of times for a few months, so the sales increase in 2020 is just 18%. However, sales are expected to progressively increase in 2021. For Dusun Bambu to increase sales and visitor numbers, the right solution strategy is required. Dusun Bambu has a variety of advantages over its competitors, and they

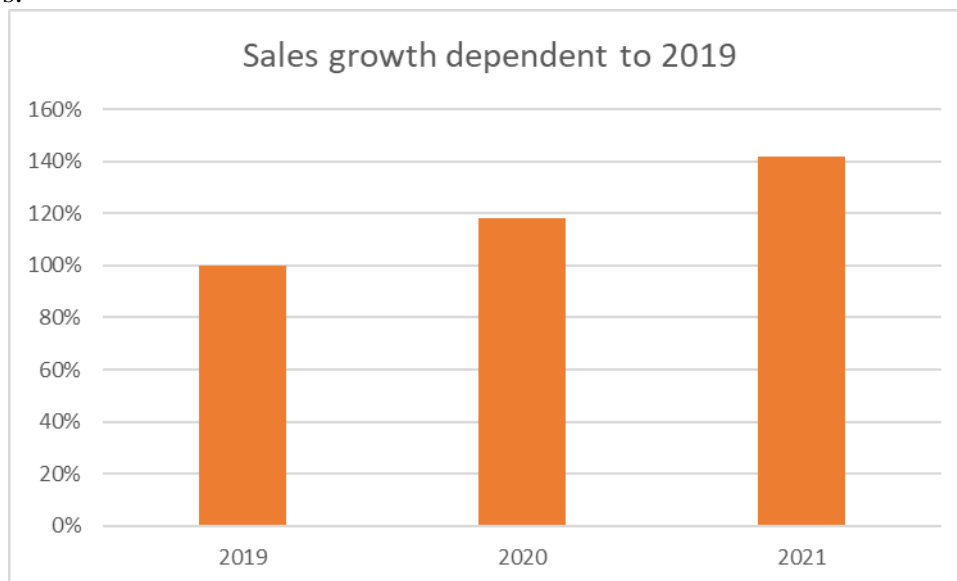must take use of every opportunity (internal and external) to help the company achieve its objectives.

Figure 2. Sales growth of Dusun Bambu before and after pandemic
Source: Mrs. Lani Finance of Dusun Bambu (personal communication, May 7, 2022)

The objectives of this study obtained based on the business issue that is present in the Dusun Bambu business are as follows:
1. To identify the current business situation of Dusun Bambu.
2. To determine what customer experience can be improved in Dusun Bambu to solve the business issue.
3. To determine how Dusun Bambu could apply the proposed solution.

Many limitations were encountered; not all data from Dusun Bambu could be collected, as the majority of it is confidential. It is a pity that many CCTVs were available in the area, unfortunately none of them could be accessed by none other than the owner. Surveys/questionnaires directed to both visitors and staff could be conducted as additional and supporting materials for discussion.

2. LITERATURE REVIEW

The tourism industry is the one industry that is linked to other sectors, this is mainly due to tourism being considered a combination of phenomena and reciprocal relationships, namely the interaction with tourists, business suppliers, government and tourist destinations as well as tourist area communities.

The synergy of the creative economy and tourism will result in economic recovery and positive tourism development. It is hoped that the development of community empowerment (local communities) through the creative economy will bring positive things, this is one of the models of tourism development in the future. Empowerment is not only in developing the potential economy of people who are slumped due to the pandemic, but also in efforts to increase self-confidence, self-esteem, and dignity, as well as maintaining the order of local culture and cultural values.

The tourism industry sector now has to adapt to methods such as media promotion and online marketing. Human resources and staff in the tourism industry are tourism supporters who play

a major and strategic role; overall, the quality of tourism services will be good if the human resources and staff in the tourism industry also have the necessary qualities and competencies. Shifting from offline to online marketing is necessary since the current target market should be the youth, then having promotions should be through both internal and social media. Promotion is the key to increasing and restoring tourist arrivals (Anggarini, 2021).

Natural features, nature preserves, botanical gardens, marine parks, arts, and cultures are among Indonesia's tourist attractions. In general, Indonesia has a tropical climate that is hot, humid, and more temperate in the highlands. The geography of Indonesia is primarily coastal plain with inner mountains on the larger islands (Suparwoko, 2012).

3. METHODOLOGY

The customer experiences at each indicated touchpoint, as well as the products, must be monitored and analyzed objectively in order to identify alternative solutions to the highlighted problems in Dusun Bambu. Video content observation method has not been done in that many studies yet, compared to the method of questionnaire or survey. Questionnaires are supposed to be asked to an expert; hence this cannot be done by asking visitors/consumers since not all of them have the required knowledge (leads to bias results).

The *experience* sought in this study is something that is personally accomplished, something done to affect results, or anything that gives a certain feeling in support of our objectives (e.g., "I had a great experience playing tennis"). This type requires intentional awareness of and participation in what is going on around you.

There are five different types of experiences: prosaic, mindful, memorable, meaningful, and transformational. Table 1 summarizes the five traits mentioned above.

Table 1. Types of experience

Experience Types	Definitions
Prosaic Experiences	Defined as "everyday, ordinary" and is also known as an unimaginative autopilot with high frequency and low impact.
Mindful Experiences	They are effortful mental activity/engagement or when a person is conscious of something with lower frequency, give higher impact, and require higher engagement than *prosaic* experiences.
Memorable Experiences	The main key in *memorable* experiences is emotions.
Meaningful Experiences	The key characteristic of *meaningful* experience is discovery as they form the foundation for your personal identity and worldview.
Transformational Experiences	They lead directly to personal changes born out of the experience.

Source: Rossman, J.R.; Duerden, M. D. (2019)

Each touchpoint template, according to the book Designing Experiences (2019), is a microexperience model that will contribute to the macroexperience's anticipated results. Each template specifies how participants will interact with the built-in experiencescape elements. The major features of the touchpoint template (as shown in Figure 3) are as follows:
- Sequence Number (where the touchpoint fits within the experience; may change as you further refine the experience);
- Touchpoint Title;
- Experience Type (the type of experience the touchpoint represents, e.g., prosaic to transformational);

- Desired Reaction (what do the designers want the end users to say as a result of this touchpoint?);
- Desired Results (what should happen to the end users?);
- Experiencescape Elements (what are the key elements for this touchpoint?);
- Designed Interactions (how will the designers intentionally orchestrate the elements?);
- Contributors (who and what will make it happen?);
- Desired Co-Creation Level (what will participants do?);
- Enhancements (how will the designers enhance the touchpoint?);
- Transition (how will end users get to the next touchpoint?).

Figure 3. Touchpoint template
Source: Rossman, J. R.; Duerden, M. D. (2019)

Dr. Martin Seligman, one of several outstanding academics in the field of psychology, created the PERMA model. The model is made up of five simple elements that Martin believes are the foundations of human wellness, and it shows how giving these elements time, attention, and concentration may lead to a happier, more engaged, and fulfilled existence (Hill, A., 2020).

Table 2. PERMA Model

Elements	Descriptions
Positive Emotion	This element is the most obvious link to the notion of happiness as a whole with joy, gratitude, optimism, etc., as just a few examples of positive emotions.
Engagement	People's bodies get actively inundated with endorphins and hormones that boost our sense of well-being and generate a "flow" of immersion that absorbs them into the action when they are actively involved in doing something they enjoy.
Relationships	People allow themselves to have sensations of intimacy connection, as well as emotional and physical contact with other people, through their relationships.
Meaning	It is necessary to believe that one's existence has significance, which one's actions are useful and significant, and that one's contribution to something greater is equally important.
Achievement	Working toward and achieving goals, mastering an endeavor, and having self-

Elements	Descriptions
	motivation to complete what has been set out to do all contribute to a sense of *achievement*.

Source: Madeson, M. (2021)

4. RESULTS AND DISCUSSION

The videos are then displayed in the form of an experience map based on the video content observation. The Dusun Bambu experience map is designed to categorize the visitors' journey. The visitors' journey was broken down into 17 distinct touchpoints (as shown in Table 3 below). It starts with the visitors' arrival in Dusun Bambu, followed by registration, a meal in a restaurant, and a tour of the sights before they depart.

Table 3. Experience map for "Dusun Bambu" experience

No.	1	2	3	4	5
Capacity	Full capacity	Full capacity	Medium capacity	Full capacity	Full capacity
Duration	An average of 1 minute	An average of 1.5 minutes	<1 minute	<1 minute	An average of 1.5 minutes
Gestures	Take out their phones, looking right/left for the entrance path, waiting for other members to finish scanning, calling other family member to put back the bag in the car.	Waiting for registration process, looking right/left, looking at the scenery of sawah, looking at their phones to see the menus.	Looking at the scenery of sawah, and looking at the buggy, pointing at the direction of the buggy to address the other family member to go that way, asks the other friends to hurry up.	Looking at the buggy, deciding which seats to take, waiting for disinfecting process, pointing at which buggy they want to get on.	Taking pictures and videos, playing with gadget, looking at scenery, kid getting excited to ride the buggy and want to stay the night.
Reactions (+/-)	That was a bit confusing with many QR codes placed at the entrance.	The explanation was very clear. Glad that this place is well coordinated. I feel very welcomed.	I am getting more excited!	I am excited to get on the buggy and I get to pick the best seats!	It is fun riding the buggy with the beautiful view.
Touchpoints	Arrived at Dusun Bambu & scan PeduliLindungi QR code	Scan registration QR code & get the ticket	Walk into the entrance line	Get on buggy ride	Buggy ride to restaurant
Frontstage contributors	Parking assistant and security	Entrance staff	Entrance staff	Driver	Driver
Backstage contributors	Parking and security management team	GRO management team	GRO management team	GRO management team	Operational management team

Table 3. Experience map for "Dusun Bambu" experience (cont.)

No.	6	7	8	9	10
Capacity	Minimum capacity	Full capacity	Minimum capacity	Medium capacity	Minimum capacity
Duration	<1 minute	An average of 2 minutes	An average of 1 minute	<1 minute	An average of 1 minute
Gestures	Walk towards the GRO to be addressed to their tables.	Looking at their phones for the menu, talking with the waitress.	Taking out their wallet and checking the receipt.	Kids hopping, laughing, showing their kids a figure at the restaurant, taking self-videos, showing phone to another family member saying "bagus".	Asking the staff questions, looking at the sampan, holding their kids, asking their kids which sampan they want, parents offering the kids to feed the fishes, kids shouting "habis" after fish feeding.
Reactions (+/-)	I get to choose the best seats and I can't wait to see the menu!	All of the foods in the menu look delicious! I'm not sure which meal to choose. The	I feel very full. All the foods were delicious and the cost is so worth it!	I can't believe that the meals met my satisfaction. The environment was a good company.	This will be a one-time opportunity and experience.

No.	6	7	8	9	10
		waitress explains well.			
Touchpoints	Enter the restaurant for the first time	Looking at the menu & order	Make payment	Walk out of restaurant	Sign up for sampan ride
Frontstage contributors	GRO	Waitress	Cashier	GRO & cashier	Staff
Backstage contributors	Operational management team	Kitchen management team	Financial management team	Operational management team	Operational management team

Table 3. Experience map for "Dusun Bambu" experience (cont.)

No.	11	12	13	14	15
Capacity	Full capacity	Full capacity	Full capacity	Minimum capacity	Full capacity
Duration	An average of 1 minute	15 minutes	<1 minute	15 minutes	<1 minute
Gestures	A bit scared, but with excitement while holding on to the side of the sampan or to the staff's hand.	Taking photos, sitting while enjoying the scenery, there's one person holding the paddle.	Holding on to the side of the sampan or to the staff's hand.	Taking pictures, using their phones while walking, riding scooters and bikes, sitting on the grass.	Straight faces (looks as if they're full from the meals), excitement of kids from picking the seats.
Reactions (+/-)	Scared but curious to see how it feels like to ride the sampan thinking the sampan ride will be amazing.	It's a bit scary but amazing.	That was a very unique experience.	All the activities are very fun to try, even though it was a bit scary at first. Not sure which activity to ride on.	I am excited to get on the buggy and I get to pick the best seats!
Touchpoints	Getting on sampan	Riding sampan around the lake	Getting off from sampan	Activities around the park	Get on buggy ride
Frontstage contributors	Staff	Staff	Staff	Staff	Driver
Backstage contributors	Operational management team	Operational management team	Operational management team	Operational management team	Operational management team

Table 3. Experience map for "Dusun Bambu" experience (cont.)

No.	16	17
Capacity	Full capacity	Minimum capacity
Duration	An average of 2 minutes	<1 minute
Gestures	Faces like they are full from the foods, smiley faces and filled with laughter.	Straight faces while heading towards the parking area.
Reactions (+/-)	The activities were fun and the meals were also satisfying. Communicating with the driver.	That was a very full and tiring, but fun experience.
Touchpoints	Buggy ride to exit	Arrived at exit & leave Dusun Bambu
Frontstage contributors	Driver	Parking assistant and security
Backstage contributors	GRO management team	Parking and security management team

As indicated in Table 4 below, the touchpoints in the experience map established earlier are then divided into positive and negative experiences in order to discover the causes of it.

Table 4. Identification of the touchpoints being positive and negative experience and the causes

No.	Touchpoints	Positive/Negative (+/-) Experiences	Causes
1	Arrived at Dusun Bambu & scan PeduliLindungi QR code	Negative (-)	The time spent at the touchpoint is too long. The capacity might be exceeding the maximum amount with the lack of staff provided.
2	Scan registration code & get the ticket	Positive (+)	Friendly staff with good explanation.
3	Walk into the entrance line	Positive (+)	Good scenery with buggy waiting in

No.	Touchpoints	Positive/Negative (+/-) Experiences	Causes
			front.
4	Get on buggy ride	Positive (+)	Excitement over getting on the buggy.
5	Buggy ride to restaurant	Positive (+)	Comfortable seats and reliable driver. As well as good scenery.
6	Enter the restaurant for the first time	Positive (+)	Good greeting by GRO.
7	Looking at the menu & order	Positive (+)	Good communication from the waitress.
8	Make payment	Positive (+)	The meals are worth the cost.
9	Walk out of restaurant	Positive (+)	The meals and services met their expectation.
10	Sign up for sampan ride	Positive (+)	Friendly staff with good explanation.
11	Getting on sampan	Negative (-); Positive (+)	Transition between the environment (land & water).
12	Riding sampan around the lake	Negative (-); Positive (+)	Using something new that they have never used before – paddle.
13	Getting off from sampan	Positive (+)	Surprisingly fun and unique experience.
14	Activities around the park	Negative (-); Positive (+)	Transition between the movement (static & dynamic).
15	Get on buggy ride	Positive (+)	Excitement over getting on the buggy.
16	Buggy ride to exit	Positive (+)	Comfortable seats and reliable driver. As well as good scenery.
17	Arrived at exit & leave Dusun Bambu	Positive (+)	Full, tiring, but fun experience.

The PERMA model, which includes positive emotion, engagement, relationship, meaning, and accomplishment, is then used to analyze the experiences from these touchpoints.

a.   Positive Emotion

The "Dusun Bambu" experience has elicited positive emotions in the visitors. Positive emotions are the desired output for visitors to gain great experiences, as they lead to happiness (Rossman, J. R.; Duerden, M. D., 2019). Natural resources were utilized as cues by Dusun Bambu to foster those emotions. As shown in TT #3, #4, #5, #10, #11, #12, #13, #14, #15, and #16, the visitors were mesmerized by the beauty and the uniqueness of the natural environment along their journey.

Table 5. Positive emotions element on touchpoint template #12

Touchpoint Template #: 12   **Title:** Riding sampan around the lake
Desired Reaction: It is a bit scary but amazing.   **Exp. Type (circle):** Memorable, Meaningful

2. Experiencescape Elements		3. Designed Interactions	1. Desired Results
Key Elements	**Specify**		
People	Visitors, staff	Visitors will try to use the paddle themselves.	The view is very nice and calming. I feel a very unique sensation.
Place	Sampan	Visitors take out their phones/gadgets to record the moment as memories.	It is very easy to use the paddle, I am getting used to it.
Objects	Paddle	Visitors look around the scenery of the lake.	Visitors feel challenged and feel that he/she is brave.

4. Contributors		5. Co-Creation	6. Enhancements		7. Transition
Frontstage	**Backstage**	Scale: 4/5	**Technical**	**Artistic**	Implicit
Staff	Operational management team	Details: Visitors row their own sampan.	Competence and reliable staff as well as good security.	The beautiful scenery around the sampan.	-

It is also shown in the *Enhancements* section that the experience has already given cues to create pleasant feelings and trigger positive emotions in visitors by using the natural distinctiveness of the area (especially the Purbasari lake) as aesthetic components.

b. Engagement

When people reply yes to questions like "Did time stop for you?" engagement is a subjective phenomenon based on flow theory. The guests are quite engaged with some of the touchpoints in the "Dusun Bambu" experience. TT #2, #5, #7, #11, #12, #13, #14, and #16 illustrate visitors being forced to co-create the experience at a high level of co-creation in numerous touchpoints.

Table 6. Engagement element on touchpoint template #7

Touchpoint Template #: 7 **Title:** Looking at the menu and order
Desired Reaction: All of the foods in the menu look delicious! **Exp. Type (circle):** Prosaic, Mindful

2.Experiencescape Elements		3. Designed Interactions	1. Desired Results
Key Elements	**Specify**		
People	Visitors, waitress	Visitors scan the QR code to see the menu.	That was understandable and quick. I am ready to order.
Place	Restaurant	Visitors ask the waitress to order.	The waitress is very friendly and informative.
Objects	QR code		
Rules	No outside foods and drinks		

4. Contributors		5. Co-Creation	6. Enhancements		7. Transition
Frontstage	**Backstage**	Scale: 4/5	**Technical**	**Artistic**	Implicit
Waitress	Kitchen management team	Details: Visitors scan the QR code to see the menu.	Competence waitress, reliable waitress.	Clear and good menu design.	-

As evidenced in the Co-Creation section, where the co-creation level in TT #7 is 4, the "Dusun Bambu" experience has actively given engagement for visitors. This means that visitors will be highly engaged throughout the experience because they will have to hunt for the menu and converse with each other about it.

c. Relationship

The "Dusun Bambu" experience aided in the formation and strengthening of relationships between visitors and staff, but it was not done on purpose. Great experiences can aid in the formation and maintenance of interpersonal bonds. This point of review might be considered as a chance for Dusun Bambu to improve the experience's quality. As seen in TT #2, #12, and #14, several touchpoints in the "Dusun Bambu" experience helped to build and strengthen relationships between visitors and staff, but the provider did not do so on purpose.

Table 7. Relationship element on touchpoint template #14

Touchpoint Template #: 14 **Title:** Activities around the park
Desired Reaction: All the activities are very fun to try! **Exp. Type (circle):** Memorable, Meaningful

2.Experiencescape Elements		3. Designed Interactions	1. Desired Results
Key Elements	**Specify**		
People	Visitors, staff	Visitors walk around the park.	That was easy and quick. I can't wait to get on the

Touchpoint Template #: 14   **Title:** Activities around the park
Desired Reaction: All the activities are very fun to try!   **Exp. Type (circle):** Memorable, Meaningful

2.Experiencescape Elements		3. Designed Interactions	1. Desired Results
Key Elements	**Specify**		
			buggy/scooter/bike.
Place	Park, locket	Visitors arrive at the locket to purchase tickets for buggy/scooter/bike.	The staff is very friendly and informative.
Objects	Buggy, scooter, bike	Staff make a good and friendly introduction.	Visitors feel challenged and feel that he/she is brave.
Relationships	Connection between visitors and staff		

4. Contributors		5. Co-Creation	6. Enhancements		7. Transition
Frontstage	**Backstage**	Scale: 5/5	**Technical**	**Artistic**	Implicit
Staff	Operational management team	Details: Visitors ride the buggy/scooter/bike.	Competence and reliable staff as well as good security.	The beautiful scenery around the Arimbi Park.	-

As seen in the Experiencescape Elements part of TT #14, the "Dusun Bambu" experience includes activities that encourage visitors' relationships with other visitors, as well as with the staff. Those activities, on the other hand, were not designed with that goal in mind.

d. Meaning

During the "Dusun Bambu" experience, the majority of the activities are completely recreational. Few, if any, touchpoints may evoke a sense of purpose or meaning for something bigger than the visitors. This moment of review is crucial for improving the experience's quality and value. One of the methods to improve the experience is to employ meaning.

e. Accomplishment

It has already created activities to improve self-competence, particularly in the areas of sampan, bike, scooter, and buggy riding. Dusun Bambu has already devised activities to promote visitors' self-competence in TT #12 and #14, notably in the context of sampan, bikes, scooters, and buggy riding, which are tough abilities for some people. Experience providers, such as Dusun Bambu, can improve the experience by improving this position. It signifies a desire to master a domain for no other reason than to develop a sense of mastery, not for the sake of praises or financial gain (Rossman, J. R.; Duerden, M. D., 2019).

Table 8. Achievement element on touchpoint template #12

Touchpoint Template #: 12   **Title:** Riding sampan around the lake
Desired Reaction: It is a bit scary but amazing.   **Exp. Type (circle):** Memorable, Meaningful

2.Experiencescape Elements		3. Designed Interactions	1. Desired Results
Key Elements	**Specify**		
People	Visitors, staff	Visitors will try to use the paddle themselves.	The view is very nice and calming. I feel a very unique sensation.
Place	Sampan	Visitors take out their phones/gadgets to record the moment as memories.	It is very easy to use the paddle, I am getting used to it.
Objects	Paddle	Visitors look around the scenery of the lake.	Visitors feel challenged and feel that he/she is brave.
Relationships	Bonding relationship between the		

Touchpoint Template #: 12   **Title:** Riding sampan around the lake
Desired Reaction: It is a bit scary but amazing.   **Exp. Type (circle):** Memorable, Meaningful

2.Experiencescape Elements		3. Designed Interactions	1. Desired Results
Key Elements	**Specify**		
	visitors on the sampan		

4. Contributors		5. Co-Creation	6. Enhancements		7. Transition
Frontstage	**Backstage**	Scale: 5/5	**Technical**	**Artistic**	Implicit
Staff	Operational management team	Details: Visitors row their own sampan.	Competence and reliable staff as well as good security.	The beautiful scenery around the Purbasari lake.	-

As shown in TT #12, in the *Desired Results* section the activity helps visitors feel competent in something after they participate in the activity.

The PERMA model analysis conducted above is summarized into Table 9 as follows.

Table 9. Summary of the PERMA model analysis on the 17 touchpoints

No.	Priority #	Touchpoints	PERMA Model Classification
1	1	Arrived at Dusun Bambu & scan PeduliLindungi QR code	-
2	4	Scan registration code & get the ticket	Engagement; Relationship
3	4	Walk into the entrance line	Positive Emotion
4	4	Get on buggy ride	Positive Emotion
5	4	Buggy ride to restaurant	Positive Emotion; Engagement
6	4	Enter the restaurant for the first time	-
7	4	Looking at the menu & order	Engagement
8	4	Make payment	Positive Emotion; Relationship
9	4	Walk out of restaurant	-
10	4	Sign up for sampan ride	Positive Emotion
11	2	Getting on sampan	Positive Emotion; Engagement
12	3	Riding sampan around the lake	Positive Emotion; Engagement; Relationship; Accomplishment
13	4	Getting off from sampan	Positive Emotion; Engagement
14	4	Activities around the park	Positive Emotion; Engagement; Relationship; Accomplishment
15	4	Get on buggy ride	Positive Emotion
16	4	Buggy ride to exit	Positive Emotion; Engagement
17	4	Arrived at exit & leave Dusun Bambu	Positive Emotion

Touchpoint #1 (Arrived at Dusun Bambu, & scan PeduliLindungi QR code), based on the analysis above, is the one that needs the most attention. The main reason for this is that, as compared to other touchpoints, touchpoint #1 receives the most negative experiences. This would be due to an excessive amount of time spent and a shortage of staff supporting the visitors at the same time.

5. CONCLUSION AND SUGGESTIONS

This study can be concluded that numerous tourism-related industries, including those in Bandung, have been impacted. In particular, hospitality, zoos, and beach tourism. The economic crisis also had an impact on all industries, resulting in a shortage of food supplies,

low pay for workers during the pandemic, fewer hotels remaining open, and increased unemployment as a result of businesses that permanently eliminated jobs.

According to an internal analysis of conditions in Dusun Bambu, there is a paucity of staff supporting visitors, particularly at touchpoints #1, #2, #5, #8, #10, #11, #12, #13, #14, and #16 where adjustments are needed to improve visitor experiences. According to the external analysis, numerous pieces of equipment are required to assist in the transitions of the visitors' experiences.

There are various ways that visitors' experiences in Dusun Bambu can be enhanced. The time spent at each touchpoint should be kept to a minimum. For example, visitors should not spend more than 5 minutes at the first touchpoint because that would be regarded excessive for merely scanning a QR code at that location. This would prevent any visitors from being upset and giving complaints. Using additional equipment, such as tablets, pamphlets, or brochures, the employees might make their explanations much clearer and it would be easier for the visitors to understand them. In this way, the visitors would be much happier with the friendly and clear assistance. Giving out souvenirs for every minimum purchase as customers make their payment would increase their satisfaction. Giving something for free as they have to pay, would balance out any negative feelings present in them. Souvenirs such as bamboo cups, bamboo notebooks, or *angklung* keychains would be a good idea to implement. Installing additional equipment to support activities that may appear harmful to tourists could make them safer. Installing a *cadik* on a sampan ride, for example, might help balance the sampan and prevent visitors from becoming terrified of getting on it. This would result in visitors feeling much safer and avoiding any negative experiences from occurring.

Based on a study of the business challenges and the solutions available to Dusun Bambu, such as setting a timetable for more staff at a specific touchpoint, it is expected that this solution will be able to reduce the time spent by visitors at the designated touchpoint(s). Moreover, purchasing and installing additional equipment is designed to help avoid any negative experiences from occurring. For example, installing a *cadik* and providing life vests for the sampan ride.

Each of the solutions proposed, different departments available in Dusun Bambu need to take charge. In this case, the purchasing team would be the ones that need to do the most work, since there are many goods that need to be purchased and delivered.

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Mrs. Lani Finance of Dusun Bambu (personal communication, May 7, 2022)