

Research Article

Strategy to Build Word-of-mouth in Increasing Bandung City Tourism Through City Tour Bus Services Quality

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Abstract.

As the capital of West Java Province, Bandung City has a strong identity as a Tourism City. For tourists who want to get around the city while getting to know history, the Bandung City government created the Bandung on Tour Bus (Bandros). However, there are obstacles in the management system of Bandros as a city tour bus, especially in the field of service management. As a result, people who have ridden Bandros have unpleasant experiences and create negative *word-of-mouth* about Bandros. This study aims to design a design strategy to improve community word-of-mouth towards Bandros management. The research method used in this study used the design thinking 'double diamond' method. Primary data collection used observation of research objects, structured interviews with Bandros workers, and questionnaires with differential semantic calculation scales. Secondary data collection with literature study. The result of this study is a recommendation for strategies in improving Bandros services digitally through website design. So that with the improvement of service, it will form a positive word of mouth. This research is expected to produce management strategies for city tour bus services in increasing positive word-of-mouth in the community through a design approach.

Keywords: *Bandros*, city tourism, service quality, word-of-mouth

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1. Introduction

At present, the world has entered the era of creative economy, which is the fourth era after the agricultural economy, industrial economy, and information economy. The creative economy, including the creative industry, is experiencing rapid development and contributes greatly to economic growth in many countries including Indonesia. Cities around the world, compete to not only attract tourists to come for sightseeing, but also create a good reputation. The decision of tourists in visiting a place depends on how the identity developed by the place. The experiences a person shares can form a relationship in forming the identity of a place based on their review [1]. One of the most frequently held beliefs in the study of consumer behavior is the significance of WOM in

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influencing consumers' views of goods and services and their purchasing behavior [2]. Word of mouth can build the image of the destination which will further influence the decision of tourists to visit a tourist destination. Giving positive recommendations will bring out the brand image of a destination and tourists will decide to travel because of curiosity about the reviews they see [3]. Service quality has a positive and significant influence on customer satisfaction, customer satisfaction has a positive and significant influence on the formation of Positive Word of Mouth [4]. Although it does not have energy resources, imaginative and creative human resources make the uniqueness of Bandung. Bandung City has a good urban planning and strong history. Therefore, the Bandung City government created the Bandung On Tour Bus (Bandros) as a form of tour service around the middle of the city by listening to the history that happened in the city of Bandung. Bandros was inaugurated in 2014 and continues to operate until now. There are several routes to choose from to enjoy Bandung with Bandros. On each trip, each bus will be accompanied by a tour guide who will tell the history and interesting stories of the places passed on their respective routes. Bandros is a pioneer of tourist buses that move in West Java. So that the Bandros management system can be a role model for other tour buses. Bandros is also a city branding of the city of Bandung, so that it can become the identity of tourism in the city of Bandung [5] (Kharisma Akbar et al., 2021). Bandros can also reduce congestion for tourists who want to get around the city of Bandung, especially during the holiday period. Therefore, the management of Bandros must be done well.

Over the years Bandros managed by staying consistent in the system they had done long ago. For now, Bandros still uses the conventional method in purchasing tickets, namely customers must go to the departure place first to buy tickets and then they can get a seat to travel with Bandros, so there is the potential for a buildup. In payment methods in today's digital payment era, Bandros only supports conventional payments. The acquisition of information about Bandros is still limited, so tourists find it difficult to become information about Bandros services. With current management. With this management and service, it forms a negative word-of-mouth (WOM) from tourists who ride Bandros. By improving service quality will improve the user experience of a service, so that it will increase customer satisfaction. When a consumer first learns about a service or product until they quit using it, the term "user experience" is frequently used to characterize their emotional, cognitive, and behavioral reactions to it [6] (Kamaruddin et al., 2022). Improving service quality can be done by utilizing information technology media, so that it can be a medium for disseminating information and facilitating service

systems in a business [7] (Wisnu Wijayanto et al., 2023). In this case, Bandros is still ineffective in terms of management and there are no creative solutions during its operation so far. Poor management creates a bad experience for tourists and creates negative word-of-mouth. In this case, Bandros as one of the city branding of Bandung City can affect tourist perceptions of Bandung City and at worst can stop operating. Therefore, it is necessary to design a strategy to manage the Bandros service system, especially in terms of information media and management of Bandros boarding.

2. Research Methods

The design method is carried out using the design thinking method with a 'double diamond' framework with a user-centered design approach. The purpose of using this method is to be able to conduct research in structured steps [8] (Rahmawati et al., 2023). There are four stages in the 'double diamond' framework process:

1. Problem discovery stage (Discover/Research). At this stage the results of research findings, documents and conclusions have not been structured.
2. Problem analysis stage (Define/Synthesis). At this stage, a summary of what will be improved, including research strategy questions, arises.
3. Solution proposal stage (Develop/Ideation). This stage includes an evaluation that determines the selected output solution from the results of the previous stages such as the selection of ideas, concepts, visions, prototypes.
4. The stage of implementing the solution (Deliver/Implementation), at this stage is a suitable solution obtained from the problem including the process in which there are making prototypes, testing or analyzing prototypes, repeating trials, finished product results and can overcome problems [9] (Adriana, 2021).

For primary data collection was carried out by observation of Bandros services, interviews of Bandros workers and questionnaires of Bandros' target market. For secondary data collection using related literature studies. Observation is carried out to find out and feel firsthand how what happens in the object of research directly. Interviews are conducted to obtain information from other points of view. The questionnaire was conducted to find the target market's perception of Bandros services and to validate the problem assignment. Then study the literature to find related literature that can support the research process to the design process.

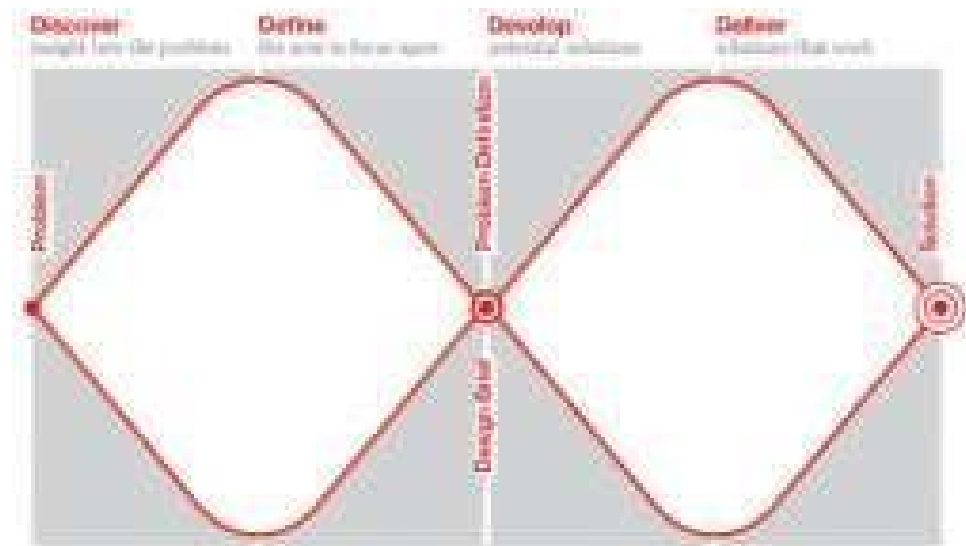


Figure 1: Research Method Framework [10] (Aji, 2018).

2.1. Literature Study

2.1.1. Service Quality increasing customer satisfaction

Tourism services depend closely on service quality [11] (Perić et al., 2020). Service quality is a measure of how good the quality of a service is to meet customer expectations, according to Lewis and Booms in [12] (Nugroho & Wijaksana, 2021). While customer satisfaction is the assessment of customers when buying or using products meet or exceed their expectations, while dissatisfaction arises when the results are far different from expected [13] (Giao, 2020). In addition, customer satisfaction is the main goal of the company when providing products or services in [14] (Fauzi, 2018). Service quality has a positive and significant effect on customer satisfaction, good service quality will provide value to customers and will increase customer loyalty that will bring customers back to come back [15] (Dewi et al., 2021), [16] (Surahman et al., 2020). Customer satisfaction will be difficult to achieve by companies if they do not really understand what customers want. If the services provided are in accordance with expectations, the customer will feel satisfied and happy [16] (Surahman et al., 2020).

2.2. Impact of customer satisfaction increasing word-of-mouth

In research conducted by Widiawara and Sutopo, it was found that the variable that customer satisfaction has a positive impact on customer loyalty. Satisfaction affects customer loyalty because if customers are satisfied and exceed what they expect,

then they will make repeat purchases [17] (Widiaswara & Sutopo, 2017). In addition, loyalty has an important relationship because the more loyal a person is, the more they recommend the company or product to others [18] (Saragih et al., 2022). There is a relationship between service improvement and customer satisfaction. By increasing customer satisfaction, it will lead to positive word-of-mouth [19] (Kavitha & Gopinath, 2020). Customer relationships that are done correctly and appropriately will create word-of-mouth relationships will affect loyalty according to Deep Yang [18] (Saragih et al., 2022). Customers tend to share their experiences in using a product or service to people around them, the information shared can be in the form of an exchange of reviews, ideas, or ideas between two or more consumers. Information shared through word-of-mouth through people around you, can have a big influence on customer purchasing decisions (Business & Tourism, n.d.). Service quality has a positive and significant influence on customer satisfaction, customer satisfaction has a positive and significant influence on the formation of Positive Word of Mouth [4] (Gustiani, n.d.).

2.3. Digital media information on tourism service quality

Digital media is media presented online on the internet, in general, the definition of online media is to include all types and formats of media that can only be accessed via the internet and include photos, videos, text, audio according to Irwansyah in [20] (Raharja & Natari, 2021). Organizations and companies can easily reach customers through digital platforms and get feedback in expressing their experience of a product or service can be electronic word-of-mouth [21] (Donthu et al., 2021). When individuals become tourists, they will voluntarily leave the normal environment in which they live to visit others. Thus, tourists are visitors and what they do when going elsewhere can be considered tourism [22] (Camilleri, 2018).

Service quality is the level of service presented through interaction between service providers and customers, in addition to playing an important role in shaping customer satisfaction, service quality is also closely related to generating profits for the company [23] (Suarti, 2021). Technology has increased the ease in human life in obtaining information through digital media. In terms of tourism, digital media can help users find relevant information, buy tickets, book hotel rooms, and find out information about tourist destinations [24] (Briliana et al., n.d.). The use of digital technology can increase the potential of a tourism in accordance with the needs of its users [25] (Navarrete, 2019). Digitalization of tourism services can improve the quality of tourist services by

responding to digitally oriented people in meeting their needs for travel [26] (Tsurayya Mumtaz et al., 2021).

3. Result and discussion

The following is an analysis and discussion carried out using the “double diamond” design thinking method.

3.1. Discover

This process can be achieved through several steps such as collecting data in the form of observations, and interviews in the field, as well as distributing questionnaires. The following observations have been made, for information about Bandros can be found online through Instagram social media. However, information updates are not well communicated, so visitors do not know which routes are currently operating. Researchers struggled to find information on how to buy tickets and board Bandros. When it came to the location, investigators struggled to find Bandros' stopping point and the officers on duty. The Bandros stopping point is very small and does not contrast with the surroundings so it is difficult to find. While the officers on duty do not use uniforms that contrast with other tourists and there is no special point to guard. The ticket purchase system is carried out after passengers board Bandros and there is no queue. So that a buildup of visitors and irregular flow up and down Bandros is formed. Ticket payment is currently only made in cash. While the conclusions from the interview with Bandros guide officers are: (1). Bandros is managed by the Government under the auspices of the Department of Transportation (DISHUB), the cost of Bandros increases around Rp. 20,000, (2). No counter for ticket purchase (3). The ticket purchase system is when visitors board and are already seated in the Bandros bus, after that the ticket officer will enter and go around visiting passengers one by one to make payment transactions and give tickets in paper form, (4). Payment in Bandros still uses cash (5). Bandros usually uses a queuing system with manual timesheets. Apart from observation and interview data, it is necessary to validate the problem by collecting questionnaire data through google form media, with the criteria of respondents, namely people aged 20-35 years, who like to explore tourism in the West Java area, as many as 48 respondents. For the calculation scale using differential semantics. The questionnaire method is used to find

the highest score of the urgency of a problem, so there are several questions about Bandros services to find out the quality of Bandros service from the user side.

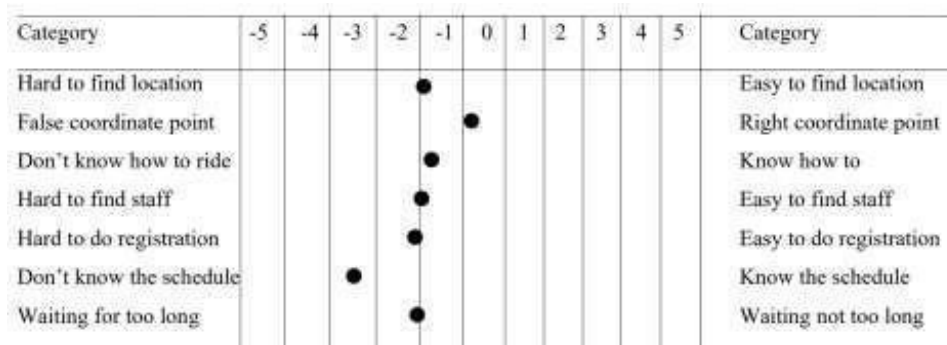


Figure 2: Mean score mapping Bandros quality service.

From the results of the questionnaire, several Bandros services were found to be of the highest urgency, namely users who did not know the departure schedule of the Bandros bus (-3.10), inefficient registration (-1.60), and users had to wait too long to board Bandros (-1.54).

3.2. Define

At this stage the data that has been obtained from the initial stage is researched, aiming to clarify the needs of users by analyzing information from the results obtained from the search. In this phase, the problem is defined based on the information in the discover stage.

TABLE 1: Define Process.

No.	Problem	Functionality
1	Lack of sources of information about Bandros	Feature
2	Bus departure information is unclear	Feature
3	Less effective ticket buying experience	Service
4	Waiting too long for their turn	Service

3.3. Develop

At the ideation stage, the results of the define phase are decided to produce various innovative ideas. This stage requires knowledge from the previous phase, the data is then processed to generate solution ideas. In this phase, brainstorming is carried out

which produces solution ideas, to be able to improve service quality while improving customer service quality, namely by digitizing service at Bandros. The use of digital technology can increase the potential of a tourism in accordance with the needs of its users [25] (Navarrete, 2019). Digitalization of tourism services can improve the quality of tourist services by responding to digitally oriented communities in meeting their needs for travel [26] (Tsurayya Mumtaz et al., 2021). The main media used is the website. The reason for choosing to use the website, because Bandros is a tourist service that is not used by customers daily, so customers can access freely without the need to download first. The results of this ideation will make a website able to provide improved service quality by designing information media about Bandros and ticket purchase process strategies.

TABLE 2: Develop Process.

No	Problem	Solutions
1	Lack of sources of information about Bandros	Creating Bandros digital information media
2	Bus departure information is unclear	Create estimated schedule information on digital platform and the departure point
3	Less effective ticket buying experience	Designing a more effective ticketing system
4	Waiting too long for their turn	Customers can choose the departure time

3.4. Deliver

In the deliver phase, to solve service quality problems, a media website of the Bandros city tour bus will be designed that contains information, routes, and ticketing services that suit user needs. The use of the website can make it easier for users to obtain information about city tour buses, but also get options for easier ticket buying services. Website design for Bandros ticket booking will increase the effectiveness of its service quality. So the flow formed is designed in the form of user flow as follows:

After the user searches for information about the city tour bus, the user will decide to ride it. If the user does not have a ticket, the user can choose the method of purchasing tickets that they will do, namely through online or on-site purchases. For online ticket purchases, users must fill in some personal data, and payment can be made cashless via debit or e-wallet. Because online purchases can be accessed within one week, online ticket purchases will be prioritized. Ticket purchases on site can be made if there

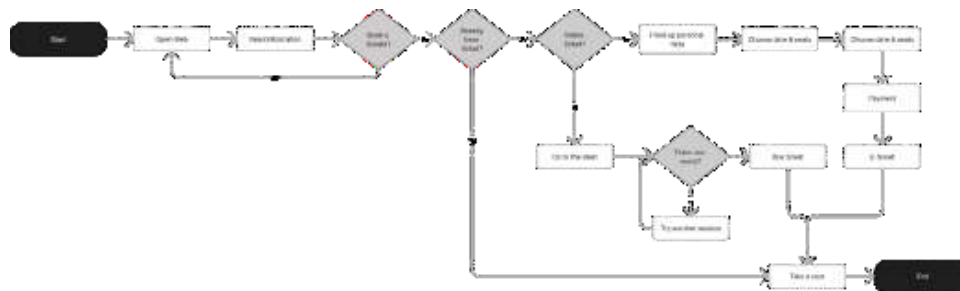


Figure 3: User flow Bandros (Personal source, 2022).

are still empty seats on the route of their choice. With the design of this ticket purchase system, a more effective ticket purchase system will be formed.

TABLE 3: Designing Features (Source: Personal documents, 2022).

No.	Problem	Functionality
1	Description of Bandros	Users can find out information about history of Bandros
2	Update Bandros route information	Through from the route information, the user can find out which locations to explore through Bandros
3	Bus departure schedule update	Through the bus departure schedule information, users can know what time the bus arrives and will depart, So users can choose the matching schedules
4	Features of purchasing tickets online	Users can buy tickets online without taking an onsite queue line
5	Digital payment features	Users can make online payments via e-wallets or mobile banking
6	Seat selection features	On digital ticket booking system, user can choose the seat
7	FAQ Features	A feature that can help user if they have something about the information to ask

The features that want to be applied to the website are then grouped and arranged into the form of information architecture. From this grouping, there are four main sections of the Bandros website, namely Home which contains main information, About Us which contains information about Bandros, Book a Ticket as a form of online ticket purchase service, and FAQ which is a page that contains answers to questions that may arise from customers. Furthermore, wireframes are designed to make it easier for designers to ensure the content and function of the website design whether it is well positioned. In designing a website, it is necessary to design a design system consisting of components that will be used sustainably on the website designed. The design system consists of fonts, colors, icons, and other components such as buttons. After the design system is successfully built, then website design continues with the website interface design

process. The website is designed in such a way according to user needs and based on the results of the ideation carried out.

TABLE 4: Design results (Source: Personal Documents, 2022).

Image	Description
	<ol style="list-style-type: none"> 1. This page is the main page that provides several features such as information about Bandros, the history of Bandros and the routes taken by Bandros buses. Other features are online ticket booking and question pages that are often asked by customers, grouped into four categories, namely about bandros, ticket booking, travel rules, and systems. 2. This feature informs you how to board the Bandros bus easily. 3. The online ticket booking feature provides convenience for users by selecting the desired date and route, after that users can press the search feature to continue the booking process to the next page. 4. Users can select seats that are still available at the time of booking. 5. On the booking page, users must fill in personal data such as name, phone number and email as the identity of the customer. 6. This page provides information about Bandros, including a brief explanation of Bandros including Bandros' origins. 7. This page provides information about the colors used on Bandros buses. There are six colors used, namely blue, green, yellow, red and purple. Each color represents a different travel route. 8. This page informs frequently asked questions (FAQs), which are grouped into four categories: about Bandros, ticket booking, travel rules, and systems. 9. This page provides a contact point for more information and questions. Available contacts will be directly connected to customer service who are ready to help users who experience problems.

Furthermore, researchers conduct testing to test the results of the design, whether it has solved the problems felt by users. Then find out whether this design can improve the quality of Bandros services, then find out whether with this design users want to share their experience in using Bandros services to people around them. The testing method is carried out, namely Usability Testing to five target users. For the tool used is the Maze site. There are 5 flows used in Usability Testing based on the flow of the Bandros website features designed, then followed by conducting interviews with users.

Of the five users who participated in the testing process, all users can operate the website design prototype well, in desktop and mobile form. The five users who

participated in the usability testing process, felt that the design of this website made it very easy for them to get information about Bandros and when they wanted to book tickets to ride Bandros. With the design of this website media, it can increase user satisfaction so as to improve the quality of Bandros city tour bus services. With the improvement in service quality, users will share their experiences in the form of word-of-mouth, so they will recommend it to people around about the good quality of Bandros service.

4. Conclusion

This research uses the design thinking method with a double diamond framework that focuses on user-centered design, so that this research is more structured and can understand problems better, so that it can facilitate and meet user needs. To improve the quality of Bandros city tour bus services, researchers designed the website as a medium of information and as a medium for the ticket booking service system. The results of this study are strengthened by testing using the usability testing method, so as to get the results that a website design can improve the quality of service that can increase customer satisfaction. Then with the increase in customer satisfaction, word-of-mouth will be formed in the surrounding environment will develop a good service. The success of Bandros website design can be judged based on the results of user testing that follows the testing process. So, by designing through the website as a medium of information and developing a Bandros ticket buying service system, it is hoped that it will be the right solution for Bandros if it wants to create positive word-of-mouth among the public because of the service system that makes it easier for potential users to find information about Bandros and buy Bandros tickets. Then the formation of word-of-mouth will significantly affect customer loyalty. With a chain process that starts from someone's recommendation and invitation to new customers.

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