

Tour / Travel Business Planning Strategies In The New Normal Era

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Abstract

The emergence of the COVID-19 pandemic gave rise to a new social lifestyle, which was then called the era of new-normal. This change has an impact on the tourism business sector, especially the travel/tour business due to changes in consumer behavior trends. This study aims to know how the travel/tour business planning strategy is good in the new normal era by using the library research method. The results of this study are a good travel/tour business planning strategy in the new normal era where the preparation emphasizes technology adaptation, cleanliness, security, and the uniqueness of the products and services offered.

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INTRODUCTION

The rapid development of the tourism sector is also in line with economic growth in the world because tourism is one of the important factors that is closely related to the country's economy. Tourism is a sector that is growing very rapidly plays an important role in economic growth. Tourism itself is a journey or activity of migrating or moving from one area to another area or place that is carried out in a temporary period with the sole purpose of recreation, sightseeing, vacationing, and not earning a living in the places visited (Yoeti, 2003). In early 2020, the entire world began to become infected with the rapidly spreading COVID-19 virus. Initially, this virus was discovered in late 2019 in Wuhan, China. After infecting almost all countries in the world, the COVID-19 virus is officially called a pandemic. The pandemic affected social, political, and economic sectors in the world (Röst et al., 2020). COVID-19 brings down the economics sector and scores the highest unemployment rate in the world (Röst et al., 2020). Tourism is a sector that is most affected by the COVID-19 pandemic because tourism is a dynamic sector, requires movement from one place to another, and is related to many people.

The emergence of the covid-19 pandemic creates a new lifestyle trend that is tagged at home in all social activities. Everything can now be done from home so that people are familiar with WFH, online learning, worship at home, and so on. These things are one of the adaptation processes in carrying

out all activities during the pandemic, where people are not required to limit movement to break the rope of the spread of COVID-19. This limitation is also felt by the tourism sector, where the tourism sector is becoming more and more limited due to social distancing regulations and self-isolation (#DirumahAja) carried out by the community, either from self-awareness or due to policy compulsion. In this kind of era, the health and physical safety of the world's people are the things they are most concerned about and think about. So to get entertainment needs related to tourism, tourists choose to carry out tourism activities that are not high risk and still put health above all else, for example doing a staycation and so on. In addition to staycations, now people can go on a virtual vacation by utilizing increasingly sophisticated technology, such as virtual reality (VR). This has already begun to be done by promoters or music concert organizers, so it will also open up greater opportunities for tours that can be done through virtual reality.

Indonesia is an archipelagic country that has natural wealth and is an emerald country with very wide and interesting natural tourist destinations. With so many islands and a variety of cultures that cannot be count on the fingers, Indonesia has become one of the most popular tourist countries in foreign countries because of its beauty. This is also very helpful for entrepreneurs who are involved in the tourism sector such as travel, resorts, and so on. The travel business is one alternative in making it easier for tourists to travel because this travel business is a business entity that contains a collection of various companies that simultaneously produce goods and services needed by tourists during the trip. A travel business involving various types of business. It is because the needs of traveling include transportation, lodging, dining, and tourist attractions. Then all of that is combined into one in the travel business so that clients or tourists who use the services of the travel business can enjoy the trip without thinking about anything.

To make a company or travel business strong and growing, the company needs steps or strategies to compete with other travel companies. The benchmark of the success of the competition carried out by travel businesses is customer satisfaction. So that the more satisfied customers are with the services provided, the stronger the development of the business to compete. To increase competitiveness, a business needs a good planning strategy. Because in marketing a product, a company must have a business strategy. especially coupled with the new normal situation which makes business people of course have to be smarter to adapt in formulating strategies.

LITERATURE REVIEW

Tour & Travel Business

Business is an activity in society related to the industry. In business activities trying to use human resources, material and time, managing risk; parties which carry out business activities are called entrepreneurs (entrepreneurs). Business is an activity that provides goods or services for profit. Travel agents or tour and travel are public services that help provide travel needs, such as purchasing airline

tickets, train tickets, vehicle rentals, and offering tour packages. According to Peterson (Feed, 2017), business is a series of activities related to the sale or purchase of goods and services consistently, while according to Dicksee (Feed, 2017), business is a form of activity whose main purpose is to gain profit for those who seek or interested in the occurrence of these activities.

According to the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number 4 of 2014 concerning Tourism Travel Business Standards, the definition of tourism business is a business that provides goods and services to meet the needs of tourists and the implementation of tourism. Stated in Article 1 regarding Tourism Travel Services Business, which is a tourism business, including travel bureaus and travel agent businesses. The following is the difference between a travel agency and a travel agent.

- a. The business of the Travel Agency includes:
 1. Business of providing travel planning services; and
 2. The business of providing services and organizing tourism, including worship trips.
- b. Travel Agency business includes:
 1. Facilities booking services, such as ticket reservations and accommodation reservations; and
 2. Management of travel documents.

Business Planning Strategy

The definition of strategy is as a means of achieving goals. The strategy consists of important activities needs to achieve goals (Yusuf, 2016). An organization use strategy to achieve their goals through integrating all the opportunities in facing the challenges and potential threats in the future (Yoshida, 2004). Based on that, we can conclude that strategy is an effort for a company or business actor to achieve goals in an organization where these efforts are in the form of ways that are indeed important to focus on achieving goals. To find the best and effective strategy, an organization needs to focused on integrated and holistic analysis. It means that after they prepare the strategy, all elements in the organization have internalized the vision and mission properly, because, in a long-term perspective, strategies are formulated to realize the vision and mission of the corporation (Yusuf, 2016).

Three strategic actions that can be taken to carry out business activities is: (Moertopo, 2016)

1. *Analytical ability*, is the ability needed to see the company and market analysis. This analysis relates to improving the quality of implementation in various aspects of management. For example, on the issue of costs, personnel, products, and so on. The market analysis is useful for see the market trends, market segments, and so on.
2. *Manage yourself and others*. It is related to the ability to produce work plans, implementation, and work control, which are useful for both superiors and subordinates.
3. *Creating a comparative advantage*. It is useful to see the benefit of programs, goods, and services whether they are better than other products. so that business actors need to make

comparisons with other similar companies to analyze what needs to be improved to gain a comparative advantage.

In business, strategy determines the scope and direction of an organization's development and how it can achieve a competitive strategy. The levels of strategy are as follows:

1. Corporate-level strategy: is related to the mission and scope of the organization. And also how value will add to the different parts of the business units of the organization.
2. Business-level strategy: is about how to compete in a particular market successfully. The strategic business unit is the part of the organization that has an external marketing area for goods and services.
3. Operational strategy: refers to how the components of an organization can effectively deliver business-level strategies in terms of resources, processes, and people.
4. Strategic management: including understanding the strategic position of an organization, strategic choices for the future, turning strategy into action (Butterick, 2014)
5. Strategy itself can be interpreted as a unified, comprehensive, and integrated plan that links the company's strategic strengths with environmental challenges and which is designed to ensure that the company's main goals can be achieved through proper implementation by the company ultimate goal (Van Bone et al., 2018).

New Normal

In the COVID-19 pandemic, the phrase "new normal" reappeared which refers to changes in human behavior after experiencing this pandemic. Will life return to normal, or will there be a new normal, while the Covid-19 infection rate slows down and begins to decline so that restrictions on community activities will be immediately lifted or reduced. People will be able to return to work and businesses will start to open up. Driven by the fulfillment of the need to revive the community's economy (Millard, 2020). Humans have experienced four global outbreaks (pandemic) due to coronavirus infection in the past century. Namely 1918-1920, 1957, and 1968, and at least three high-profile coronavirus epidemics that failed to reach pandemic scale. This recurring occurrence has experienced a massive increase that has emerged in the last two decades.

In the Covid-19 pandemic situation, it is important to develop a healthy life and new normal, as summarized in the Covid-19 pandemic governance book, it is stated: 1) the development of a single and integrated policy-oriented to human values by mobilizing all available resources; 2) strong leadership and have the courage to take measurable risks that foster confidence and public confidence in facing a prolonged crisis; 3) institutional synergy and coordination in dealing with crises; 4) availability and capacity for resource mobility owned by the state, including prioritizing programs and reallocating budgets and being directed to efforts to deal with outbreaks; 5) social solidarity such as cooperation of citizens who grow in various communities with their creativity and uniqueness (Mas'udi & Winanti, 2020).

METHOD

The method used in this research is to use a qualitative approach, where the content of the qualitative study itself is varied, namely case studies, biographies, phenomenology, ethnography, and library research or library research (Syaviq Muqoffi, 2013). Based on this study, the use of qualitative types will be focused on library research, which is qualitative research with data collection sourced from books, journals, articles, and certain writings. Then from these data sources, what is done next is to collect data obtained from the aforementioned sources, then read these sources, record things that are in accordance with the research topic, then process them into research materials (Zed, 2004).

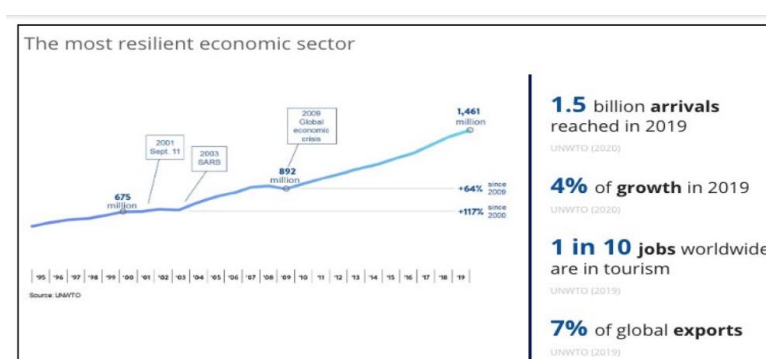
In detail, the data sources used in this study are divided into two, namely primary and secondary data sources. The primary data sources in this study are books obtained offline and online that have links with business and tourism. while the secondary sources taken are articles, journals, readings, as well as theses or theses related to business and tourism as well. The collection of these sources uses documentation techniques, as explained by (Trianto, 2010) that documentation techniques are data collection techniques that focus on searching for records, books, magazines, theses, and so on related to existing research topics.

The data analysis technique is a step-by-step process of research conducted by researchers to process the data that has been obtained. In this study, the technique used is the content analysis technique, which is a data collection and processing procedure carried out on reading. Where this content analysis, as the name implies, is an analytical technique used to deepen an understanding that does not rely on physical events only but also points from reading that can be presented so that they can be used as conclusions from the research conducted.

RESULTS AND DISCUSSION

Starting from period 2009 to 2019, the growth of the world tourism sector continues to experience very rapid progress (can be seen in the graph). Foreign tourists increased up to 4%, which was seen from an increase from 892 million people to around 1.5 billion people in 2019. And in terms of global exports, the world tourism sector contributed 7%.

Figure 1. The most resilient economic sector



Post Covid-19 Tourism Trends

Pandemic covid-19 inevitably forces travel business actors and destination managers to always rack their brains and hone their creativity so that the tourism sector continues to move smoothly. The honing of this creativity must be emphasized on how to make potential tourists feel safe and comfortable but can freely enjoy existing destinations without violating protocols. In the new normal era, things that must be done in the tourism and economic sectors in Indonesia need to go through more creative adaptations because there are many things that need to be considered, such as hygiene, social distancing, sanitation, and so on. This is because the awareness of tourists regarding social distancing to avoid the spread of the virus and the importance of cleanliness is increasing so that the needs of tourists are now not only limited to 'enjoyment' but also the environmental safety of tourist destinations as seen from hygiene benchmarks and policies of tourist destinations or travel companies regarding social distancing.

In this case, the use of public transportation such as buses or trains is certainly still seen as quite dangerous and risky because by using public transportation, travel service users will be more easily exposed because the contents of public transportation tend to be more and because of the public, so control cannot be controlled. in total. Thus, the use of a private car is the main choice that must be faced by the tourism business or tour n travel. This is because private cars are more private and there are fewer people in them, so it is easier to control health protocols.

New Normal Era Travel/Tour Business Planning Strategy

Strategy is an effort for a company or business actor to achieve goals in an organization where these efforts are in the form of ways that are indeed important to do in focus to achieve goals. In formulating a business strategy in the tourism sector, business actors need to look at the opportunities and challenges in the tourism industry in the future because the travel business is closely related to the tourism sector. (Teguh, 2020) through Wonderful Indonesia revealed that matters relating to challenges and opportunities in the tourism sector in Indonesia in the future during this new normal focus on adapting technology that must be increasingly developed, visitor experience, the influence of social media that very important, uniqueness in the tourism experience, cleanliness, and maintaining health protocols.

Maintaining the company's reputation is something that can be done as a tourism marketing strategy. Company reputation or corporate image is how people see the company empirically, in a modern world with technology as one of the things that are very close to humans, of course now people cannot be separated from social media. While social media is a window where people can get a lot of information, one of which is information about the company. So in this case, perceptions in the form of reviews made by visitors will have a very large effect on the image of the company's quality. So that it has an impact on the trust of new customers or clients who want to travel with the tour n travel. So, in this case, business management needs to pay attention to Google reviews, social media, and increase ratings and recommendations in order to increase the interest of potential new clients.

Providing quality experience to clients with comfort and emotional touch by involving elements that are characteristic of the travel. For example, when doing a tour, a tour and travel business offers an eccentric and outgoing tour guide so that clients feel the experience of being guided by a cool tour guide like their own friends. This emotional touch will make clients volunteer to become crowd workers for the company by posting their travel experiences and providing good reviews (Mas'udi & Winanti, 2020). The limitations of human movement during the pandemic era have made parties who play major roles such as central and regional governments, as well as investors and business actors in the tourism sector, need to hone their creativity to find ideas that can recover the state of tourism in the midst of a pandemic. The synergy of the creative economy and tourism launched by the Ministry of Tourism is predicted to help economic recovery, especially in the positive tourism development sector, by empowering a community of people who are at the point of tourist destinations to jointly build existing tourism. Empowerment is carried out by developing the economic potential of the community (MSMEs), especially in the destination area, as well as strengthening local culture and culture to increase and become a special attraction. There are three strategies to restore the tourism industry, they are:

1. **Inovation:** The government needs to work hard, especially in landmark destinations that are considered priority destinations. Including assistance for repairing infrastructure, strengthening culture, improving culinary specialties as well as aspects of lifestyle and clothing that can be a selling point to support the creative economy in the tourism sector.
2. **Adaptation :** adaptation here means how tourism adapts to new policies in the era of the covid-19 pandemic which must be following the application of CHSE aka Cleanliness, Health, Safety, and Environment. Environmentally friendly).
3. **Collaboration:** Relevant parties are obliged to cooperate well and do a good collaboration to support the tourism sector and maintain the tourism sector in the pandemic era. This is because, with joint assistance to save tourism, it will also open up more job opportunities which will be related to increasing people's income as well (Anggarini, 2021).

Faced with the new normal era, new tourism trends, and the changes of the pattern in consumer behavior is impactful for the tour/travel business. Which is also closely related to tourism. (Mas'udi & Winanti, n.d.) states that management changes that need to be made by tourism industry players in dealing with new consumer behavior are as follows:

1. *Application of knowledge management.* It is related to the need for information regarding COVID-19. The point here is that management needs to be information literate and keep up-to-date with policies and matters relating to COVID-19. So with the knowledge obtained, it will be in line with the decision of the destination manager to carry out what recovery strategy needs to be implemented. The higher the quality of the information obtained, the higher the quality of the decisions that will be made. The management in the tour n travel business needs to pay

attention to updating their knowledge about covid-19, including health protocols for out-of-town trips, hotel bookings, policies on cities that are tourist attractions, and so on.

2. *Learn to improve IT skills.* The new normal is an era when almost all sectors in this industry implemented cashless transactions. This cashless transaction is needed due to the risk of transmission from bills or coins. So that this new normal era in tourism transactions is moving towards a new order, namely smart tourism or e-tourism (Gretzel et al., 2020). So that tourism management needs to implement digital tourism management services. In the tour and travel business, it is also necessary to implement digital-based management, such as businesses that are still based offline and must start to switch to online by providing digital ordering and payment features.
3. *The new normal era requires radical innovation.* The aggressiveness of the team and tour n travel managers is needed in creativity to make innovations in their business. To successfully compete in this era, Travel managers need to have the skill to point out many opportunities in this future trend. They also need to think outside the box by placing themselves as a customer or client.
4. *Adopting the option of sustainability principles (CSR).* This means that a business will be more profitable and survive for a long time when it is also sustainable and runs in harmony with the social and economic environment. So that optimizing this harmony is very important (Ioannides & Gyimóthy, 2020)
5. *Re-arrange management functions.* As is well known, there are four main functions of management, namely planning, organizing, directing, and supervising. Which of these four things will change based on new policies that emerged during the covid-19 pandemic. Thus, management has important PR to carry out new plans that are still profitable and must be able to predict the risks that may occur in the implementation of business decisions in managing the destination. Apart from planning, the organization is changing and shifting to on-line or online management to maintain the effectiveness and efficiency of destinations. Giving direction to HR to always learn new information about policies in the pandemic era is also very important, also by changing SOPs that are following the protocol. Business people also need to monitor the running of the business and always be vigilant to take control of the business journey by constantly evaluating to get the best solution.

When formulating a business planning strategy in the tour and travel sector, business actors need to look at the opportunities and challenges in the tourism industry in the future because the travel business is closely related to the tourism sector. (Teguh, 2020) through Wonderful Indonesia revealed that matters relating to challenges and opportunities in the tourism sector in Indonesia in the future during this *new normal* focus on adapting technology that must be growing, visitor experience, the influence of social media which is very important, uniqueness in the tourism experience, cleanliness,

and maintained health protocols. Therefore, in this case it can be seen that the travel business planning strategy in the new normal era needs to emphasize:

1. *Technology adaptation*, where business people need to adapt to technological advances and begin to enter the online market by adding digital features such as online ordering and payments.
2. *Cleanliness and Safety*. Travel businesses need to provide hygiene and safety facilities by providing hand sanitizers and masks during the trip and ensuring that the vehicle is sterile. Public concerns are a challenge for travel business actors. And by increasing the client's sense of security in the travel experience. Then it will increase the competitiveness of the company too.
3. *The uniqueness of the travel experience*. The travel business can increase its competitiveness in this era by having uniqueness. How to be unique? it depends on the creativity of the team and business actors to create distinctive concepts that match the image of the travel company they have. With a unique characteristic, it will make clients voluntarily put a good review on social media. And as we know, social media in this era is the best exposure in terms of promotion and increase client trust.

CONCLUSION

The new normal era is an era that refers to changes in human behavior after experiencing the covid-19 pandemic, where people who are already attached to the isolation culture then meet the new normal era which changes people's behavior in general. This behavior change is bringing a new trend in the tourism sector. So as a travel/tour business actor, business people need to develop a travel/tour business planning strategy that is following by the new normal era. The things that need to be emphasized in developing a travel/tour business planning strategy in the new normal era are technology adaptation, cleanliness and safety, and the uniqueness of the products and services offered.

The limitation of this research is that the research method is limited to library research. The author recommends further researchers to focus on one subject of the tour and travel businesses, to explore the business planning strategies carried out. In addition, we recommend the travel business owner to put attention to current tourism trends. Also to continue updating the policies so that they could create business planning strategies that are in line with the new normal era and can also help tourism businesses survive.

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