

Improving Economy of the Community Based on Sustainable Tourism and Creative Economy through Business Process Re-Engineering (BPR) With Geopark Development in Lebak Regency Banten Province

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Abstract:- In order to realize an improvement in the community's economy while simultaneously realizing the vision of Regional Medium Term Development Plan of the Lebak Regency 2019-2024. The Lebak Regency Government proposed a geopark development plan as a new way to improve the economy of the community based on tourism and the creative economy into the RPJMD 2019-2024. In this regard, the Regional Government is expected to be able to re-engineer the business process and then it will be set in the RPJMD 2019-2024. This study aims to identify the Business Process Re-Engineering (BPR) that is applied in the business process of the Lebak Regency Government to support the geopark development program and the potential impact on the productivity of the economy based on sustainable tourism and creative economy. This type of research is a qualitative study using a descriptive-explorative approach. Data collection and analysis uses primary and secondary data with qualitative data analysis. The results showed that BPR with the consolidated method needed to be applied through identification of the old government business process with the geopark development business process formulation. The potential impact of geopark development is a growth of the contribution of the tourism sector target to the GRDP around 6% per year.

Keywords:- Business Process, Business Process Reengineering, Geopark, Tourism, Creative Economy.

I. INTRODUCTION

Lebak Regency has passed the final phase of the 2014-2019 Strategic Plan. Various policies and programs that have been carried out to meet the targets in that strategic plan during this phase are evaluated for their achievements. This then becomes the basis and reference in determining the policy direction in the preparation of the 2019-2024 Regional Medium-Term Development Plan. Various problems that arise based on the 2014-2019 RPJMD include the lack of optimal productivity in the tourism sector, especially the creative economy. Therefore, in order to realize an increase in the community's economy while simultaneously realizing the vision of the 2019-2024

Lebak Regency, "*Lebak Becomes a Rural Based Developed and Religious Region*" then based on results *Focus Group Discussion* on April 4, 2019, Lebak Regency Government proposed the development plan of geopark as a new way to improve the economy of the community based on tourism and the creative economy into the Regional Medium-Term Development Plan 2019-2024. Geopark (Komoo, 1993) is defined as a concept of regional development in which several geoheritage are located close together in the area that has been built and managed by integrating conservation principles and government existing spatial plans compiled based on community input and participation. Geopark is growing rapidly in Indonesia. According to the data on the official site of *geoparks.id* there are a total of 22 geoparks in Indonesia divided into 3 categories namely; (1) 4 UNESCO Global Geopark; (2) 7 National Geopark; and (3) 11 National Geopark Candidates. Geopark is a program that will be developed for the first time in Lebak Regency therefore it refers to the Regulation of PAN-RB No. 12/2011 concerning Guidelines for Managing Management Process (Business Process), Lebak Regency Government needs to formulate and adjust strategic policies which will be implemented to support the stages and process of preparing the Geopark Master Plan known as RIG In this regard, the Regional Government is expected to be able to re-engineer the business process and then it will be set in the RPJMD 2019-2024.

Reengineering itself has become a fairly accepted approach at present in efforts to reform public sector organizations. Initially, Reengineering was understood as a technique designed to introduce radical changes in improving business operations and competitiveness (Hammer and Champy, 1993). therefore, a number of bureaucrats in developed countries try to apply this concept to government organizations with the ultimate goal of improving the quality of institutional performance, especially in facing various challenges in the era of globalization. The results show that the paradigm used in Business Process Reengineering (BPR) is an effective stepping stone in helping the government implement the concept of "good governance", which is an embodiment of the future governance model. (Richardus, 2013)

Based on this background, the purpose of this research is to identify BPR that are applied in the business process of Lebak regency to support geopark development programs and their potential impacts on the productivity of the sustainable tourism and creative economy-based.

II. LITERATURE REVIEW

Business Process Reengineering (BPR) is a fundamental rethinking and radical redesign of a business process to achieve dramatic improvements. By measuring current performance through elements of cost, quality, service and speed "(Hammer and Champy, 1993). The main objectives of reengineering include increasing productivity, achieving extraordinary results, consolidating various functions and reducing unnecessary activities. (Richardus, 2016). In the period 1990-1994 Reengineering practices can be called the first wave reengineering which is generally characterized by the application of aspects to operational processes such as time, cost and quality. The definition and application of reengineering is relatively narrow and has a microscopic scope so that in some cases is the cause of reengineering failure. Along with the development of Business Process Reengineering, there are several methodologies developed including the Consolidated Methodology (Muthu, 1999) and the 5 phases of the reengineering study phase of the REVISION methodology (Khoong, 1995). Stages of consolidated methodology (Muthu, Subramanian. 1999):

- Prepare for Reengineering;* Before deciding to reengineer, there must be a significant need for the process to be reengineered.
- Map and Analyze As-Is Process;* Before reengineering a process, an understanding of the current process is needed. The main objective of this stage is to obtain gaps and processes that provide added value.
- Design To-Be Process;* The main objective of this stage is to produce one or more alternatives to the current conditions that will lead to the desired results.
- Implement Reengineered Process;* The implementation phase is the stage where the reengineering activities are faced with resistance and denial
- Improve Process Continuously;* The first step in this activity is monitoring. Two things must be monitored, that is progress of action and the outcome.

Geopark is a form of utilization of protected area which is also an opportunity to achieve sustainable development (Setyadi, 2012). Another definition is that the “earth park” which is included in the conservation area, which has elements of geological diversity, biodiversity, and cultural diversity which has aspects in the field of education as knowledge in the field of earth science on the uniqueness and diversity of the earth's heritage and economic aspects of the role of the community in area management as geotourism. (Darsiharjo et al. 2016).

Geopark Development as stated in Article 5 of Perpres No. 9 of 2019 carried out through:

- Establishment of Geological Heritage (Geoheritage) by the Minister who has tasks and functions to carry out government affairs in the field of geology which can then be used as a basis for the development of Geopark.
- Geopark Planning by the Regional Government by involving the Central Government and Stakeholders. Geopark Planning is carried out through the preparation of a Geopark Master Plan by the Regional Government.
- Geopark Status Assignment, based on the level of status that consists National Geopark and UNESCO Global Geopark.
- Geopark Management where the Regional Government establishes the Geopark Manager. Geopark Management must pay attention to aspects of protection, preservation, linkages between Geological Heritage, Geological Diversity, Biodiversity and Cultural Diversity as a unified resource; and RIG.

Based on the support of the theoretical foundation obtained from the exploration of existing theories, the following framework can be arranged:

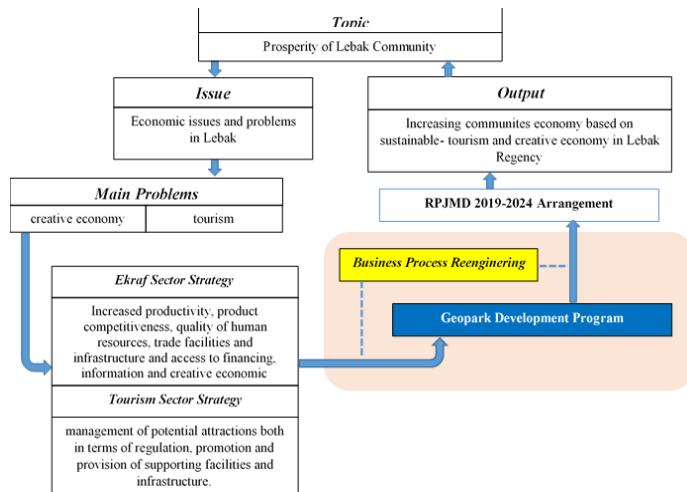


Fig 1:- Framework

III. RESEARCH METHODOLOGY

This type of research is a qualitative study using a descriptive exploratory approach with the object of research is the BPR in the business process of geopark development in Lebak Regency. This research was made to comprehensively analyze and describe a situation and phenomenon related to the reengineering process of governance (BPR) in the geopark development program which has been proposed as one of the priority programs in the preparation of the 2019-2024 RPJMD.

Data collection techniques used consisted of primary data obtained by participatory observation, interviews with key informants and focus group discussions. Then secondary data which is indirect source of data, for example through other people or through documents. Secondary data sources are used to support information

obtained from primary data sources, just like from library materials, literature, previous research, books, reports on activities held by the library etc.

Various data needed in the field along with data collection techniques in this study can be seen in the following table:

No	Description	Collection Techniques
1	Vision and Mission of Lebak Regency	Document Review
2	General Overview of Lebak Regency	Document Review
3	Regional Government Strategic Plan	Interview, Document Review
4	Regional Medium-Term Development Plan	Interview, Document Review
5	Main Process of Lebak Regency	Focused Group Discussion, Interview, Document Review
6	Main Support of Lebak Regency	Interview, Document Review
7	Groups of Process and Responsibilities	Interview, Document Review
8	Program Plans and Activities	Participatory Observation, Field Studies, Interviews, Document Review
9	Potential Data of Creative Economy SMEs	Participatory Observation, Field Studies, Interviews, Document Review
10	Tourism Potential Data	Participatory Observation, Field Studies, Interviews, Document Review
11	Mechanism of Bayah Dome Geopark Development	Participatory Observation, Field Studies, Interviews, Document Review

Table 1:- Data and Data Collection Techniques

Data analysis uses qualitative methods which are carried out through the stages of data reduction, presentation and verification.

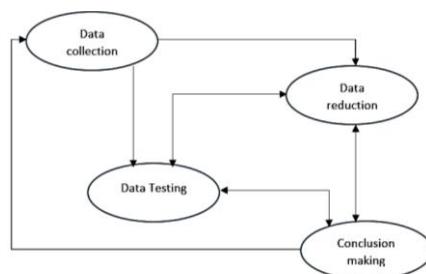


Fig 2:- Qualitative Data Analysis (Sugiyono, 2012)

This is a flowchart used as a reference in the research implementation:

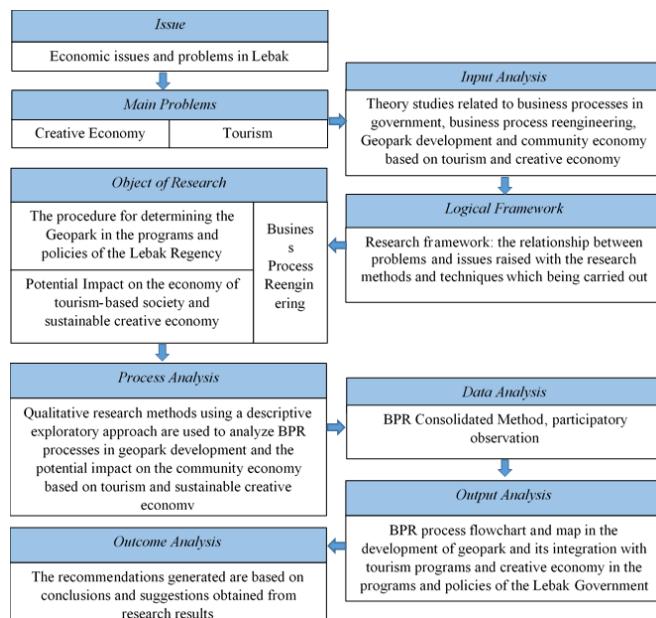


Fig 3:- Research flowchart

IV. RESULT AND DISCUSSION

A. General description of Lebak Regency

Lebak Regency is located between $6^{\circ}18' - 7^{\circ} 00'$ South Latitude and $105^{\circ} 25' - 106^{\circ} 30'$ East Longitude. With this wide landscape, Lebak Regency has an area of 330,507.16 hectares or around 3,305.07 km². The area of Lebak Regency is approximately 34.20% of the area of Banten Province.

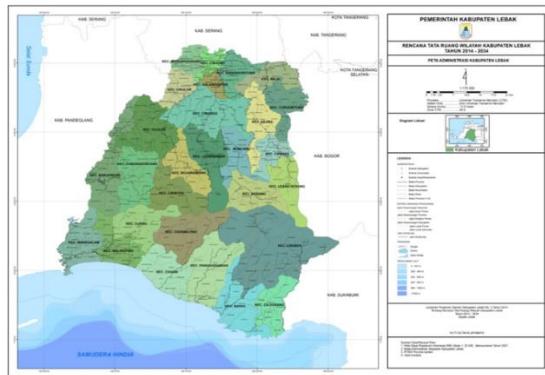


Fig 4:- Administrative Map of Lebak

Administratively, Lebak Regency is divided into 28 subdistricts, consisting of 340 villages and 5 wards. Topographically, Lebak Regency is quite varied, ranging from highlands to relatively low plains in the north and south, with altitudes ranging from 100 meters to above 1,000 meters above sea level. Demographically, based on the results of the 2015 Population Census the population of Lebak Regency reached 1,269,812 people with a sex ratio of 105.17%. (BPS of Lebak Regency, 2018)

B. Lebak Regency Government Business Process

Technical preparation of the Lebak Regency Business Process Map reference to Permen PAN-RB No. 19 of 2018 concerning Preparation of Government Institution Business Process Map, which in the preparation stage is divided into several sections, including:

- Step 1: Preparation and Planning
- Step 2: Development
- Step 3: Implementation
- Step 4: Monitoring and Evaluation

In this case, the technical preparation of a business process map is carried out in step 1 and step 2, that is preparation, planning and development, this is because the form of the business process map prepared is in the framework of the 2014-2029 RPJMD which later is expected to be used as material for proposals and considerations by the Lebak Regency Government Agency

in compiling a business process map formulation for 2019-2024.

The preparation and planning process includes 2 (two) sub-activities that is Process Inventory and Grouping. Process Inventory is the preparation process related to the inventory of long-term work plans, annual work plans, visions, missions, goals and objectives of government agencies so that activities (work processes) can be identified in the Lebak Regency Government Agency. While the second is grouping where the activities / work processes are categorized into groups (folders) of activities. Thus it can be concluded that step 1 contains information gathering and organizing activities, while in step 2 the development includes business process mapping activities using levels, and business process mapping using image types (flow charts).

Step 1 identifies the implementers of the Internal Bureaucracy Reform known as RBI team. In simple terms the structure of the RBI team generally has the task of preparing a business process map. After the RBI team is formed, the next step is to create a timeline in the form of detailed activity planning along with a start date, end date, duration, work unit representatives and other equipment needed by coordinating with personnel involved in the preparation of this business process map. This is an example of the timeline for preparing a business process map in Lebak Regency Government as shown in the figure below.

ACTIVITY	Month 1				Month 2				Month 3				Month 4				.. Month 12			
	M1	M2	M3	M4	M1	M2	M3	M4												
A Preparation and Planning Phase																				
1 Organizing	■																			
1.1 Person in charge																				
1.2 Making a Work Plan		■																		
2 Information Collection			■																	
B Development Stage																				
1 Preparation of Process Maps or Level 0 Maps					■	■	■	■												
2 Sub-map Formulation or Level 1 Maps							■	■												
3 Compilation of Relationship Maps									■											
4 Compilation of Cross Functional Maps or Level Maps n										■	■	■	■	■	■	■	■			
C Implementation / Implementation Stage																	■			
D Monitoring and Evaluation Phase																		■	■	■

Fig 5:- The timeline for preparing a business process map

In Step 2. The Development Stage contains the activities of identifying and mapping business processes using levels, and mapping business processes using the type of picture (flow chart) Map Image which includes Business Process Map, Sub Process Map, Cross Function Map, and temporary SOP for the Level Map is the Business Process Map LV0, LV1, LVn and SOP. The following formulations are arranged related to the output of business process mapping at the development stage as seen in the figure below.

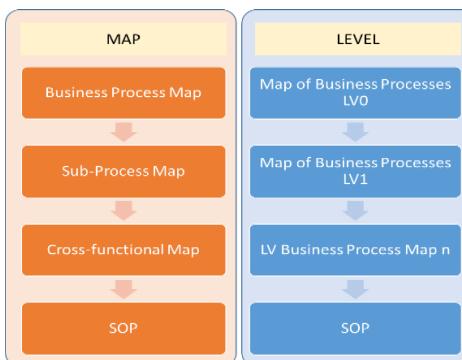


Fig 6:- Mapping process using images and levels

The identification and grouping of the Lebak regency business process begins with analyzing the main and supporting processes as outlined in the 2019-2024 RPJMD covering the vision, mission, goals and strategies as well as activities for each target.

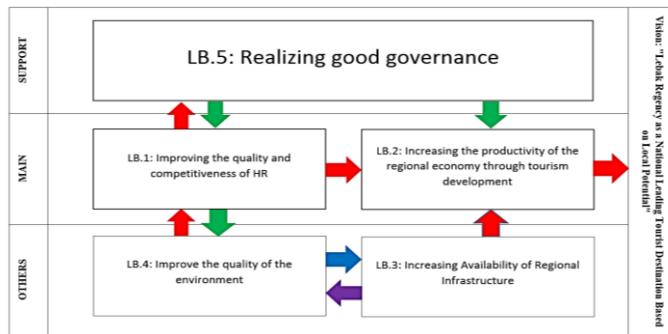
No.	Process	Type of Process	Code
1	Improving the quality and competitiveness of the HR	Main	LB.1
2	Increasing the productivity of the regional economy through the development of tourism	Main	LB.2
3	Increased Availability of Regional Infrastructure	Main	LB.3
4	Improving the quality of the environment	Main	LB.4
5	Improving the quality of the environment Good governance	Main	LB.5

Table 2:- Identification of Sub Processes and Activities

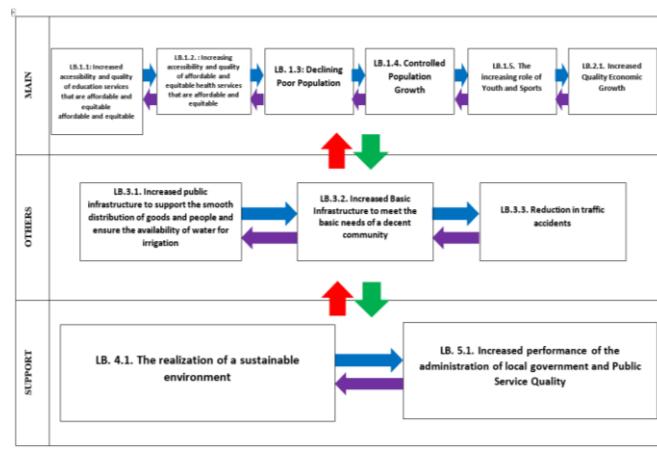
The main process identification table above refers to the program set out in the lebak Regency mission as Level 1 coded LB.1, LB.2, and so on. Then after that a group of programs is organized into subprocesses from Level 1 or commonly referred to as Level 2 business processes with codifications LB.1.1, LB.1.2, and LB.1.1.1 for the next level. Codification will follow the development level of each process up to Level n.

After carrying out a series of activities ranging from identification to grouping the main processes, from level 1, sub-level level 2 and level 3, then the next step is to identify the form of programs and activities that are derivatives to level 3 subprocesses. identification related to the implementer/person in charge of the program and activities. The results of the Lebak Regency Business Process modeling include the following:

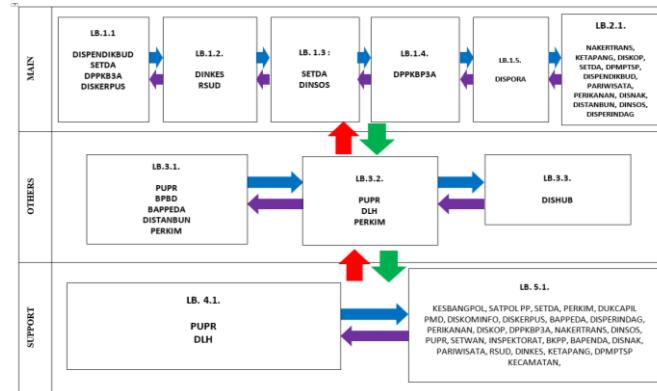
1) Map of Business Process Achievement of Vision



2) Image of a Business Process Map



3) Map of Business Process Relations



C. Geopark Development Business Process

Geopark Development Program include as one of the program plans to be developed in the direction of policy in RPJMD Kab. Lebak 2019-2024. The preparation of the business process of the geopark development program is carried out by identifying the planned activities that need to be carried out by the Lebak Regency Government to support the stages of geopark development starting from the determination of the Geological heritage to the management of the Geopark. After identification, the next step is to analyze the outputs, targets and stakeholders and identify the program implementation schedule for 2020.

NO	ACTIVITIES	TW		
		1	2	3
1	Determination of Geological Heritage			
2	Geopark Planning			
3	Determination of Geopark Status			
4	Geopark Management			

Table 3:- Activity Implementation Schedule

Next is to make a list of instrument tables consisting of the main process identification table and sub-process table up to the activities.

NO	PG.1 "DEVELOPMENT OF BAYAH GEOPARK"	KET
1	Determination of Geological Heritage	PG.1.1
2	Geopark Planning	PG.1.2
3	Determination of Geopark Status	PG.1.3
4	Geopark Management	PG.1.4
5	Determination of Geological Heritage	PG.1.5
6	HR Management	PG.1.6
7	Facilities and infrastructure	PG.1.7
8	Administration services	PG.1.8
9	Organization and Governance	PG.1.9

Table 4:- Main Process Identification

Source: Processed from Primary Data and RPJMD Kab. Lebak 2019-2024

The main process identification table above refers to the geopark development plan, where Bayah Geopark Development itself is categorized as a Level 1: main process and given a PG.1 code. Then after that a group of programs is arranged into the Level 2: subprocess by codifying PG.1.1, PG.1.2, and so on. The following is a sub-process identification table from level 2 to Level n.

Business Process Modeling of Lebak Regency Geopark Development:

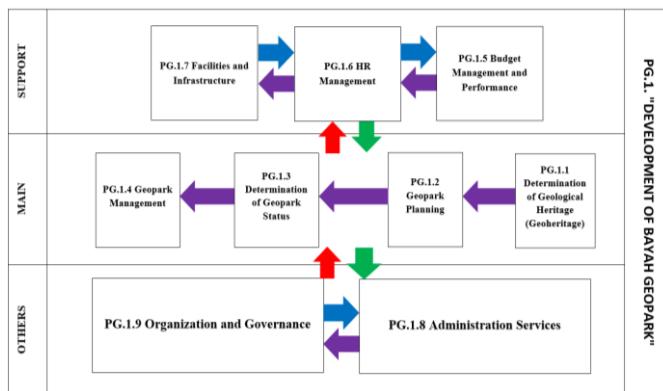


Fig 7:- Geopark Development Business Process

D. Business Process Engineering

➤ Prepare for Reengineering

Significant basic needs are reviewed from the analysis and formulation of the Lebak Regency Government Business Process based on the 2019-2024 RPJMD, that there is still no mapping of business process synergy that can support the geopark development process itself. This is because the Geopark Development program is not included in business subprocesses at level 2 or level 3. This is triggered because the geopark program design at the SKPD has not yet been completed.

Geopark development is included in the policy direction in the second year to be exact in 2021. However, when referring to the 2019-2024 RPJMD document, it means that the preparation of business processes for the program in 2021 should be accommodated in the program and activity matrix. Therefore, at this stage one of the basic needs is why there is a need for engineering the Lebak regency business processes? because in the existing

business processes the synergy and forms of connection with the geopark development business processes are not optimal yet. This resulted the geopark development program not having enough a strong reference to be outlined in the local government's strategic plan document.

➤ Map and Analyze As-Is Process

Based on the results of a study on the formulation of the Lebak Regency Government Business Process that refers to the 2019-2024 RPJMD, it is found that there is a gap where the business development program has not directly touched the geopark development program, while in this case, in terms of the policy direction and development strategy, direct plans for the geopark program have been mentioned. Therefore, the formulation of the addition of the geopark program is carried out in detail the objectives of the tourism program strategy. The following details the program of activities included in the tourism category based on the results of the analysis on the list of targets and policy strategies below.

No	Tourism Strategy	Misi/Sasaran	Status
1	Facilitation of policies and incubation of tourism businesses / industries	Increasing the productivity of the regional economy through the development of tourism	Available / Suitable
2	Facilitation of policies and incentives for developing regional tourism objects and destinations	Increasing the productivity of the regional economy through the development of tourism	Available / Suitable
3	Building, preservation, and commodification of arts and culture, and local wisdom	Increasing the productivity of the regional economy through the development of tourism	Available / Suitable
4	Development of Bayah Dome Geopark	Increasing the productivity of the regional economy through the development of tourism	<i>none</i>

Table 5:- Tourism Folder

Source: Primary Data

In addition to the form of recommendations in the activity folder table above, other forms can be in the table below.

Process / Target	Strategy Activities 1	Strategy Recommendation 2
Increasing the productivity of the regional economy through the development of tourism	Quality Improvement of Economic Growth	Geopark Development
	Increased scope of training services and workforce placement	Facilitation of policies and incubation of geopark area tourism businesses / industries
	Increased productivity of the agricultural sector	Development, preservation, and commodification of art and culture, and local wisdom geopark bayah dome
	Facilitation of policies and incubation of tourism businesses / industries	Development of geopark area object and destination accessibility
	Building MSMEs and Cooperatives	Increasing the Skill of Tourism Service Managers
	Improving service quality and investment ease	Policy facilitation in Determination of Geological Heritage
	Inflation control	Planning Assistance, Geopark status determination
	Building, preservation, and commodification of arts and culture, and local wisdom	Community Development in Geopark management
etc		

Table 6:- Recommendations

Source: Primary Data

➤ Design To-Be Process

Before making a flow chart design, it is necessary to compile a list of main processes and subprocesses that have been analyzed previously which have included a codification of the geopark development program and its supporting activities. The following table lists the main processes and new subprocesses in the LB.2 process, LB.2.2, which can be seen in the table below.

Process / Target	Kode	Kegiatan	Kode
Increasing the productivity of the regional economy through the development of tourism	LB.2		
Development of Geopark Tourism Destinations	LB.2.2	Facilitation of policies and incubation of geopark area tourism businesses / industries	LB.2.2.1
		Development, preservation, and commodification of art and culture, and local wisdom geopark bayah dome	LB.2.2.1
		Development of geopark area object and destination accessibility	LB.2.2.1
		Increasing the Skill of Tourism Service Managers	LB.2.2.1
		Policy facilitation in Determination of Geological Heritage	LB.2.2.1
		Planning Assistance, Geopark status determination	LB.2.2.1
		Community Development in Geopark management	LB.2.2.1

Table 7:- The formulation lists the main processes and new subprocesses

Source: Primary Data

Based on the analysis using the consolidation method, a new business process map is made as follows:

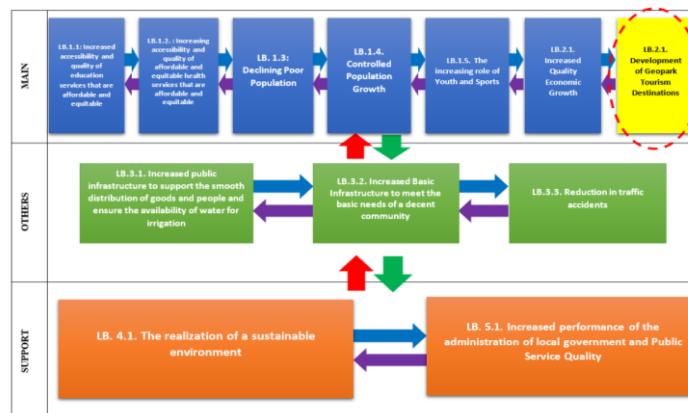


Fig 8:- Map of the New Business Process

E. Potential Impact of Tourism and Creative Economy

In identifying the potential impacts of the performance of an organization, both private and government, the most common method is to analyze the targeting of regional performance indicators which are then outlined in the performance tree, where the regional performance indicators aim to provide a picture of the success measures to achieve the vision and mission of the regional head and deputy head of the region which are determined to be the Main Performance Indicators known as IKU/KPI of the regions and the performance indicators of the implementation of regional government which are set to become Key Performance Indicators known as IKK at the end of the period length of service.

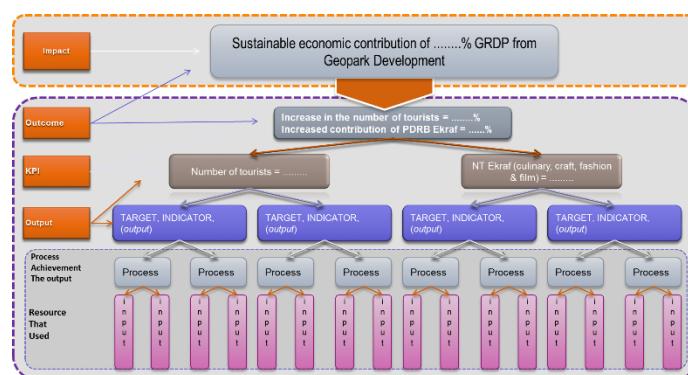


Fig 9:- Target Contribution Formulation

Determination of Regional Performance Indicators is made to be a guide for the performance of the Regional Apparatus in carrying out its programs. Thus the regional performance indicators are the accumulated performance of the Regional Apparatus. The performance indicators for the implementation of local governments, especially those related to geopark development are as the following table

No.	Indicator	Target Year				
		2019	2020	2021	2022	2023
1	Tourism Sector Contribution to GRDP	5%	6%	7%	8%	9%
2	Small and Medium Industries	83	85	86	87	88,5

Table 8:- IKK related to Geopark

Source: Processed from RPJMD Kab. Lebak 2019-2024

With this strategic choice in the tourism sector, efforts to realize the growth of the tourism sector's contribution to the GRDP of around 6% per year are believed to be achieved through increasing the contribution of the service sector to the regional economic structure and through the growth of new businesses in the tourism sector including from the development of geopark. For more details, breakdown of strategies and targets in the development of geopark that can be done to achieve this growth is to identify the strategic objectives as follows.

No.	Strategic target	Kode	Keterangan
1	Realizing Sustainable Economic Contribution of 5% of Geopark Development	SS1	Geopark
2	Increasing the number of Geo-Conservation tourists	SS2	Tourism
3	Increasing the number of conservation forest ecotourism tourists	SS3	Tourism
4	Increasing the number of tourists of biological & cultural heritage	SS4	Tourism
5	Increasing the number of adventurous tourist tourists	SS5	Tourism
6	Increased contribution of PDRB Featured Ekraf (Culinary, Craft, Fashion)	SS6	Creative Economy
7	Increased contribution of GRDP Priority Ekraf (Film, Music, AGD)	SS7	Creative Economy
8	Increased contribution of GRDP Ekraf Performing Arts etc.	SS8	Creative Economy
9	The availability of geodiversity, geo-conservation tourism & conservation of forest ecotourism	SS9	Tourism
10	The availability of adventure tourism services	SS10	Tourism
11	Availability of biological and cultural heritage tourism services	SS11	Tourism
12	The manifestation is an increase in the added value of Featured Ekraf	SS12	Creative Economy
13	It manifests an increase in the added value of Ekraf Priority	SS13	Creative Economy
14	The availability of competent human resources for Interpretation & environmental education	SS14	Managerial
15	The availability of a reliable management information system	SS15	Managerial
16	The realization of good corporate governance and clean government	SS16	Managerial
17	Optimized budget management	SS17	Managerial

Table 9:- Strategies and Targets in the Development of Geopark

Source: Primary Data

Based on an inventory of strategic objectives in the geopark development program, the next step is to prepare a Balance Score Card with the main mission of realizing the growth of the tourism sector's contribution to the GRDP at around 6% through geopark development. At the same time classifying each strategy based on aspects of the BSC.

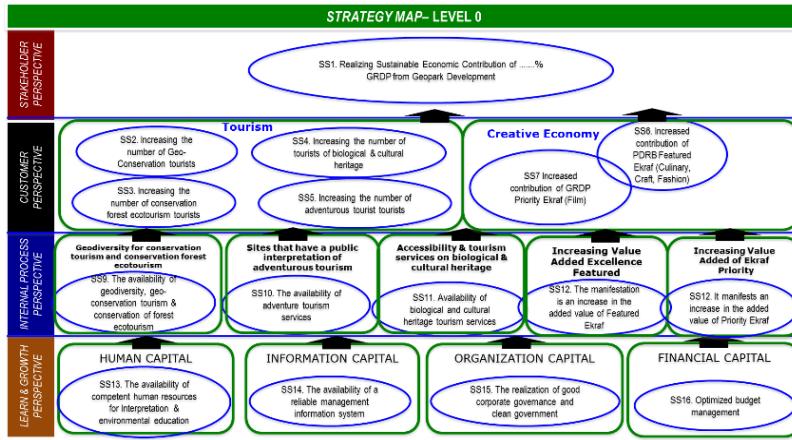


Fig 10:- Formulation of the Strategic Targets for Geopark Development

V. CONCLUSIONS

The conclusion of this research is that BPR through the consolidated methodology needs to be applied in the business process of the Lebak Regency Government to support the geopark development program, that is by re-engineering a new form of business process based on the findings and identification of the formulations of the old government business processes with the formulation of geopark development business processes. The results of the New Business Process Modeling include the Main Business Process Map and the Geopark Development Sub-Process Map. While the potential impact of geopark development is in the form of a growth target for the contribution of the tourism sector to the GRDP of around 6% per year through an increase in the contribution of the service sector, especially in the creative economy.

Related to the above, it is necessary to deepening reference materials regarding scientific studies related to operational management, especially BPR in the public sector, including government agencies, in addition to that, it also needs to be deepened to the study of program development plans from local government organization level related to geopark development as well as the follow up of economic valuation related to the impact of geopark development on the economic growth of the sustainable-based tourism and the creative economy Lebak Regency, Banten Province.

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