

TOURISM OBJECT BENCHMARKING : BOROBUDUR TEMPLE AND HISTORIC CITY OF AYYUTHAYA

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Abstract

As the largest Buddhist temple, dating from the 8th and 9th centuries which is located in central Java, Borobudur Temple has been the heart of Indonesia's Tourism. In order to improve the number of incoming tourists which can give economic benefits to local communities, researcher will do benchmarking. Benchmarking is recognized as an essential tool for continuous improvement of quality. Essentially, benchmarking provides a snapshot of the performance of your business and helps you understand where you are in relation to a particular standard. As the largest Buddhist Temple which located in ASEAN, a perfect benchmark to Borobudur Temple is Historic City of Ayyuthaya which famous as of the largest Hindu Temple located in Phra Nakhon Si Ayutthaya Province, Thailand. This research. The questionnaire includes information on a range of performance indicators based around economic indicators, satisfaction indicators, sustainability indicators, and organizational indicators. Researcher distributed closed questionnaires, for the total sampling was 100 Indonesian who live in Thailand, who have been visited both Borobudur Temple and Historic City of Ayyuthaya. An accidental sampling was used to select the respondent surveyed for this study, and directly ask respondents to fill up the questionnaire through online media. Information obtained in this research has the ability to local authorities in better serving their visitors based on their economic, satisfaction, environmental, community and social background in order to be better in giving the needed service which may influence the number of incoming tourism to Borobudur Temple and Historic City of Ayyuthaya.

Keywords: hospitality, tourism destination, research, sustainability

Introduction

Based on the previous research from Masanori Nagaoka about revitalization of Bodobudur which said that even though Borobudur has attracted large numbers of tourists after its inscription on the World Heritage list, the local tourism in the area is far from bringing the expected economic benefits to local communities. It shows that tourism also faces competitive pressures which are rising substantially in today's globalized society (Kozak, 2004).

Competitive advantage of a tourism object comes not only from the potential possibilities of external environment, but mainly from internal characteristics, i.e., from unique sources and methods of their use (Johnson, Scholes & Whittington 2008; David, 2009). Comparative advantage of destination is made up of its resources, which Dwyer and Kim (2003) classify into inherited (natural, cultural-historical), human-created and supporting sources (e.g. availability, quality of service, security, basic infrastructure). To achieve a competitive advantage it is essential to use these resources effectively with regard to changing environmental conditions (Crouch, 2010).

Decision makers are constantly on the look out for techniques to enable quality improvement. Benchmarking is one such technique that has become popular in the recent times. Though benchmarking is not new, it has now found more subscribers, and occupies a prominent place, helping quality up gradation. Quite often, the benchmarking concept is understood to be an act of imitating or copying. But in reality this proves to be a concept that helps in innovation rather than imitation, as stated by Thompson and Cox (1997).

In order to improve the number of incoming tourists which can give economic benefits to local communities, researcher need to do benchmarking on Borobudur Temple and Historic City of Ayyuthaya.

The main purpose of this research is to assist the local authorities of each tourism object in putting a consistent set of data relating to tourism sector at the local authority level. The researcher used bottom up approach to data collection across the various aspects of tourism, in this benchmarking and performance indicators. Adopting this approach would ensure more comparability across areas which will be useful for planning purposes.

Literature Review

Tourism Development Strategies

The strategy for tourism development is a synthesis of planning cycle results and in synoptical way summarizes the outputs of all previous phases (Johnson et al. 2000b). Thus the strategy should consist of the same two primary phases as the planning cycle – the analytical and the design phase (Vystoupil, Holešinská, Kunc & Šauer, 2007). A precedent to these phases is an introduction part. which specifies all elementary premises, and a part devoted to the implementation process.

Tourism Destination Benchmarking

The term destination benchmarking can be taken into consideration as *“the continuous measurement of the performance of tourist destinations (strengths and weaknesses) not only against itself or other destinations in the*

same or in a different country but also against national / international quality grading systems by assessing both primary and secondary data for the purpose of establishing priorities, setting targets and gaining improvements in order to gain competitive advantage“ (Kozak, 2004, p. 41).

Wöber (2001) distinguishes these areas of benchmarking focus in tourism: benchmarking of profit-oriented organizations (such as hotels, restaurants, and travel agencies), benchmarking of non-profit making organizations (such as some types of museums, galleries, destination management, various associations) and benchmarking of destinations (at national, regional and local level) “Benchmarking is simply the process of measuring the performance of one's company against the best in the same or another industry”(Stevenson, 1996).

Benchmarking is not a complex concept but it should not be taken too lightly. Benchmarking is basically learning from others. It is using the knowledge and the experience of others

to improve the organization. It is analyzing the performance and noting the strengths and weaknesses of the organization and assessing what must be done to improve.

The knowledge that is available for comparing operations and processes are vast (Boxwell,

1994). “An organization’s ability to evaluate its practices against specific business strategies and objectives is critical to leveraging its knowledge capital” (Harper, 1996).

Types of Benchmarking

There are three primary types of benchmarking that are in use today. These are process benchmarking, performance benchmarking, and strategic benchmarking (Bogan, 1994). Process benchmarking focuses on the day-to-day operations of the organization. It is the task of improving the way processes performed every day. Some examples of work processes that could utilize process benchmarking are the customer complaint process, the billing process, the order fulfillment process, and the recruitment process (Bogan, 1994).

All of these processes are in the lower levels of the organization. By making improvements at this level, performance improvements are quickly realized. This type of benchmarking results

in quick improvements to the organization. Performance benchmarking focuses on assessing competitive positions through comparing the products and services of other competitors.

When dealing with performance benchmarking, organizations want to look at where their product or services are in relation to competitors on the basis of things such as reliability, quality, speed, and other product or service characteristics. Strategic benchmarking deals with top management. It deals with long term results. Strategic benchmarking focuses on how companies compete. This form of benchmarking looks at what strategies the organizations are using to make them successful. This is the type of benchmarking technique that most Japanese firms use (Bogan, 1994). This is due to the fact that the Japanese focus on long term results.

Other types of benchmarking are competitive benchmarking, cooperative benchmarking, collaborative and internal (Boxwell, 1994). Competitive benchmarking is the most difficult type of benchmarking to practice. For obvious reasons, organizations are not interested in helping a competitor by sharing information. This form of benchmarking is measuring the performance, products, and services of an organization against its direct or indirect competitors in its own industry.

Competitive benchmarking starts as basic reverse engineering and then expands into benchmarking. Reverse engineering is a competitive tool used in benchmarking. It looks at all aspects of the competition's strategy. This does not just include the disassembly and examination of the product but it analyzes the entire customers' path of the organization's competitor. This is a difficult thing to do because this information is not easily obtained. Therefore, it requires extensive research. It is also important to remember when using competitive benchmarking that the goal is to focus on your direct competitors and not the industry as a whole.

“Cooperative and collaborative benchmarking are the most widely used types of benchmarking because they are relatively easy to practice” (Boxwell, 1994). These forms of

benchmarking are a more accommodating way of getting information. In cooperative benchmarking, organizations invite best in class organizations to meet with their benchmarking team to share knowledge. This is usually done without much controversy because these organizations are not direct competitors. During this process information flows one way. From the "best in class" organization to the benchmarking team organizations.

Collaborative benchmarking does the opposite, information flows many ways. With collaborative benchmarking, information is shared between groups of firms. It is a brainstorming session among organizations. It is important to realize that not all collaborative

efforts are considered benchmarking. It is sometimes called “data sharing.” Data sharing results do not focus on the process but only the end result, while benchmarking focuses on the processes of the organizations (Boxwell, 1994).

Internal benchmarking is used to identify the best in house practices in the organization and to disseminate these practices throughout the organization. Internal benchmarking allows managers in the organization to be more knowledgeable about the organization as a whole

Methodology

This study used used a simple statistics to benchmark between Borobudur Temple and Historic City of Ayyuthaya with a used framework from Destination Performance based in United Kingdom

As benchmarking of Destination Performance, by United Kingdom Tourism Sector has captured a feasible benchmark among eight tourism destination through means of the Baseline Statement, performance of member authorities and reproduces it in table form by category group.

The questionnaire includes information on a range of performance indicators based around economic indicators, satisfaction indicators, sustainability indicators, and organizational indicators

Researcher distributed closed questionnaires, for the total sampling was 100 Indonesian who live in Thailand, who have been visited both Borobudur Temple and Historic City of Ayyuthaya. An accidental sampling was used to select the respondent surveyed for this study, and directly ask respondents to fill up the questionnaire through online media.

Results and Discussion

Demographic Profile of the respondents

A total of 100 respondents from Indonesia who lived in Thailand was successfully surveyed for this research. These 100 respondents are students who are not permanent resident of Central Java Province, Indonesia and Phra Nakhon Si Ayyuthaya. Based on gender 37 Respondents are Male and 63 Respondents are Female. Total 32 respondents are in the 21-28 range of age, slightly different with range of age 25-40 with 25 respondents, and most of respondents are in 17-21 range of age with 47 respondents.

Benchmarking : Borobudur Temple and Historic City of Ayyuthaya

Researcher ensured the comparability of data, which is fundamental to do a successful benchmarking. For this reason this, during data collection method, researcher has prepared a complete guidance note refers to existing methodologies that have been built up over the years by various actors. The key element of this is the visitor survey and templates are already exist. It is important that destinations adhere to the methodology prescribed here in undertaking benchmarking exercises so that they produce data that is allows for the crucial comparability

The benchmarking process emphasize:

- 1.To collect and analyse data via the visitor survey route, on a series of indicators, focusing primarily on customer satisfaction
- 2.To monitor the performance of the destination from the visitor's perspective over time
- 3.To enable direct comparison of performance with other similar destinations
- 4.To identify areas of strength and weakness in the destination product
- 5.To shape action and improve product performance by learning from identified best practice

Table 1

Benchmarking : Borobudur Temple and Historic City of Ayyuthaya

Core Information										
A. economic										
	> 5nights		> 3 night < 5 nights		> 1 night < 3 nights		1 night		Not Staying Over	
	Borobudur Temple	Historic City of Ayyuthaya	Borobudur Temple	Historic City of Ayyuthaya	Borobudur Temple	Historic City of Ayyuthaya	Borobudur Temple	Historic City of Ayyuthaya	Borobudur Temple	Historic City of Ayyuthaya
A.1 Number of staying visitors (Domestic and InBound)	12	15	16	17	4	32	23	12	55	24
	> THB 4000		THB 3000 - THB 4000		THB 2000 - THB < 3000		THB 1000 - < THB 2000		< THB 1000	
	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya
A.2 Expenditure of staying visitors (Domestic and Inbound)	18	32	15	14	23	24	8	8	36	22
	> 5nights		> 3 night < 5 nights		> 1 night < 3 nights		1 night		Not Staying Over	
	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya	Borobudur Temple	of Ayyuthaya
A.3 Number of day visitors (Domestic and Inbound)	24	23	32	45	32	12	2	13	10	7

	> THB 4000		THB 3000 - THB 4000		THB 2000 - THB < 3000		THB 1000 - < THB 2000		< THB 1000	
	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya
A.4 Expenditure of day visitors (Domestic and Inbound)	3	14	2	12	45	29	18	34	32	11
Core Information										
B. Satisfaction										
	Excellent		Good		Satisfactory		Poor		Very Poor	
	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya	Borobudur Temple	Historic City of Ayyuthayya
B.1 Percentage of businesses in quality schemes (by category) including changes over time	14	23	34	21	23	12	13	14	16	30
B.2 Destination satisfaction of visitor.	28	9	14	16	19	26	21	14	18	35
B.4 Tourism Object activity	14	18	23	30	18	16	19	26	26	10
B.5 Place and Promotion	7	18	25	27	28	13	13	34	27	8

Core Information										
C. Environmental										
	17	12	19	28	28	31	19	9	17	20
C.1 Environmental impact of tourism measures	16	23	17	24	25	16	29	26	13	11
C.2 Business measures (How energy and waste costs (or take up of ICT) relate to sales (business efficiency))	21	18	22	22	18	21	18	16	21	23
C.3 Carbon footprint of tourism	17	18	33	36	9	6	18	21	23	19
C.4 Green Schemes e.g. Green Start and Green Tourism	21	19	23	23	16	27	16	19	24	12
Core Information										
D. Community and Social										
D.1 Most of service providers are local community	16	21	27	16	18	29	19	23	20	11
D.2 The capability of service provider provides their products/services	20	19	16	24	19	27	23	13	22	17
D.3 Skills development of service providers	17	18	23	16	19	28	24	19	17	19

D.3 Skills development of service providers	17	18	23	16	19	28	24	19	17	19
D.4 The current condition shows that tourism object can be sustained	23	18	21	29	20	19	15	16	21	18

Conclusion

Information obtained in this research has the ability to local authorities in better serving their visitors based on their economic, satisfaction, environmental, community and social background in order to be better in giving the needed service which may influence the number of incoming tourism to Borobudur Temple and Historic City of Ayyuthaya. Both local authorities also could learn from each other strength and weakness in order to maintain repeat tourist to come to Borobudur Temple and Historic City of Ayyuthaya. And to common reader this research could be a reference when visiting Borobudur Temple and Historic City of Ayyuthaya.

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