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ANALYSIS OF POST-PANDEMIC TOURISM DEVELOPMENT BASED ON RESOURCE MANAGEMENT OF INDONESIAN CREATIVE BUSINESS

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ARTICLE INFO	ABSTRACT
  How to cite this article: Winduwati, S., Saraswati, K. D., & Putri, C. R. (2025). ANALYSIS OF POST-PANDEMIC TOURISM DEVELOPMENT BASED ON RESOURCE MANAGEMENT OF INDONESIAN CREATIVE BUSINESS . *ASPIRATION Journal*, *6*(1), 93–109. https://doi.org/10.56353/aspiration.v6i1.100 	The COVID-19 pandemic has significantly impacted tourism in Indonesia, causing a sharp decline in both foreign and domestic visitors and leading to decreased income for tourism businesses such as hotels, restaurants, and tour guides. Although the vaccination program and government stimulus policies, including tax reductions, have supported gradual recovery, the sector still faces serious challenges such as low tourist arrivals, difficulty in maintaining health protocols, limited capital, dependency on foreign tourists, and inadequate infrastructure. In this context, communication science and industrial psychology play a crucial role in shaping effective communication strategies, human resource management, service innovation, performance measurement, and reputation management to strengthen resilience in post-pandemic tourism. This study contributes to theory development by integrating concepts of Customer Relationship Management (CRM), service innovation behavior, and creative economy theory into the framework of tourism recovery. By doing so, it enriches theoretical discussions on how communication and resource management

can drive competitiveness and sustainable value creation in the tourism sector. Practically, the findings highlight that effective CRM implementation through meaningful communication, personalization techniques, and lifecycle management that enhances trust, customer satisfaction, loyalty, and positive word-of-mouth. These insights provide actionable strategies for tourism practitioners to rebuild relationships with customers, maintain long-term engagement, and adapt to post-crisis market dynamics. This qualitative descriptive research involved purposive sampling of tour guides and tourism entrepreneurs in Bali—one of the destinations most affected by the pandemic. Data were collected through in-depth interviews, field observations, and document studies, then analyzed using thematic analysis. To ensure validity and reliability, the study employed triangulation of data sources and member checking. The results demonstrate that CRM is not only an operational tool but also a strategic approach that links theory with practice, offering both academic contributions and practical pathways for strengthening the competitiveness of Indonesian tourism in the post-pandemic era.

INTRODUCTION

Tourism is a very important sector for the Indonesian economy. However, the COVID-19 pandemic that occurred in 2020 has resulted in a decrease in tourist visits to Indonesia and ultimately affected revenue from the tourism sector. Currently, the tourism business in Indonesia is still experiencing the impact of the COVID-19 pandemic that has occurred since early 2020. Most tourist destinations in Indonesia have experienced a significant decline in the number of tourists due to international and domestic travel restrictions. Based on data from the Statistics Indonesia (BPS), the number of foreign tourists to Indonesia in 2021 decreased by 87.44% compared to the

previous year. In addition, the number of domestic tourists also decreased by 60.13% in the same year. The impact of this decline is felt by tourism businesses such as hotels, restaurants, and tour guides. Many of them experienced difficulties in maintaining their business due to the low number of visitors. However, along with the massive vaccination program and the general improvement of the pandemic situation, the tourism business in Indonesia is starting to show signs of recovery.

Some tourist destinations, such as Bali and Yogyakarta have started to experience a gradual increase in tourist arrivals. In addition, the Indonesian government has also issued several policies to support the recovery of the tourism sector, such as economic stimulus and tax reduction. However, the recovery of the tourism business in Indonesia will take a long time and requires hard work from all tourism industry stakeholders to revive and develop. The tourism business in Indonesia has experienced several obstacles after the COVID-19 pandemic, including:

1) Low number of tourists: International and domestic travel restrictions due to the COVID-19 pandemic have caused a significant decline in the number of tourists visiting Indonesia and caused a dramatic income declined in the tourism industry.

2) Difficulty in maintaining health protocols: The implementation of strict health protocols is often difficult for tourism businesses, especially for those with limited capital.

3) Limited capital: The tourism business requires considerable capital to maintain business continuity. However, the COVID-19 pandemic has reduced revenue from the tourism sector, making it difficult for tourism businesses to obtain sufficient capital to maintain their business continuity.

4) Dependence on foreign tourists: Before the COVID-19 pandemic, the tourism sector in Indonesia was heavily dependent on foreign. However, with the restrictions on international travel, the tourism sector in Indonesia must focus more on developing the domestic market, and

5) Lack of infrastructure and facilities: Several tourist destinations in Indonesia are still experiencing problems in terms of adequate infrastructure and facilities, such as damaged roads, lack of clean water availability, and lack of adequate sanitation facilities.

The above constraints affect the performance of the tourism business in Indonesia after the COVID-19 pandemic and require harder and collaborative efforts from the government, businesspeople, and the community so that the tourism sector can quickly recover and develop again. Therefore, an effective communication strategy is needed to attract and maintain customer loyalty in the post-pandemic tourism sector. Service innovation behavior, is an important factor in determining a company's ability to maintain customer loyalty. Service innovation behavior refers to the ability of an organization to creatively and innovatively develop

new products and services that can meet customer needs. Tour guides and tourism business players need to have high service innovation behavior to be able to compete in an increasingly competitive tourism market.

In the context of tourism, human resource management can help businesses to develop better products and services, improve service quality, and strengthen the competitiveness of the tourism industry. In addition, this concept also uses creative economy theory as an approach to tourism business development. The creative economy emphasizes the importance of innovation and creativity in creating added value for an industry. In this case, the concept of tourism development based on resource management of post-pandemic Indonesian creative business actors seeks to combine human resource management with the concept of creative economy, so as to create greater added value for the Indonesian tourism industry.

Service innovation is usually defined as creating new ways to use the resources available to the company to create new value for customers (Gustafsson et al., 2020; Witell et al., 2017), and is usually divided into 3 stages, (a) idea generation, (b) idea development, and (c) implementation (Engen & Magnusson, 2018). The service innovation approach can be divided into 3, namely (a) assimilation, service innovation can be studied using the methods and concepts of manufacturing (product) innovation; (b) demarcation, that is the opposite of assimilation, in which service innovation is seen as something that requires different theories and measurement tools from product innovation; and (c) synthesis, which states that service innovation can complement the overall theory and process of innovation (Kowalkowski & Witell, 2019, p. 110). Meanwhile,

service innovation behavior (SIB) is the ability of employees to generate new ideas, which are used to improve the quality of their services and their expertise in implementing new service products (Abbas et al., 2015). In recent years, in the last decade, research on service innovation has increased rapidly compared to before.

According to Tajeddini et al. (2020), among the many factors that can determine the success of service innovation, humans are the most influential. The participation of frontline employees (FLE) is also an important factor in the development of new service products. This is because FLEs have 2 roles in the service innovation process: (a) leading roles, because FLEs can be individuals who generate new ideas as well as develop and implement them, and with knowledge of the company's vision and mission can make it easier for FLEs to find innovation ideas; and (b) supporting roles, where FLEs become individuals who report existing problems, either obtained directly from customer complaints or during their work (Engen & Magnusson, 2018).

According to Hu et al. (2009), SIB is influenced by knowledge management and sharing, or how the company manages existing knowledge, which can be supported by (a) how much resources the company is willing to spend to support and encourage the learning of each employee, and (b) the system of collecting, managing, and distributing knowledge that has been obtained by each employee (Mardani et al., 2019). In addition, there is a team culture, divided into (a) team support, how much the company promotes innovation from employees, (b) coordination which is more related to the company structure and available SOPs, (c) team cohesiveness, which is the level of activeness of each team member. In addition, companies need to establish an optimal environment for FLEs to develop and innovate, either by giving trust to each employee to solve problems and provide space for joint discussions, by encouraging employees to innovate (Tajeddini et al., 2020). Özungur (2019) also found that ethical leadership has a positive effect on service innovation behavior. Previously, studies were more concerned with or emphasized internal factors in service innovation (such as training or personnel turnover). However, Feng and Ma (2020) explain that customers can provide insight into new service products and can help employees to achieve a choice of new service product applications.

CONCEPTUAL FRAMEWORK

Customer Relationship Management (CRM) is a core strategy in business that integrates internal processes and functions with all external networks to create and realize value for target customers profitably. Customer relationship management (customer relationship marketing) is the overall activity of the company to acquire and retain customers. CRM is an effort made by an organization to improve its services through evaluations communicated by its customers so that a profitable relationship is built CRM is a communication activity with customers to find out their various behaviors. CRM recognizes customers as the core of the business and that the success of the company depends on relationships with customers that are managed effectively (Zahro & Prabawani, 2018). Some aspects handled by CRM include dealing with complaints from customers, building and maintaining good relationships with customers, and maintaining customer values. CRM activities include correspondence with letters, database management to create customer loyalty programs, and matters relating to assistance and call centers. CRM is an organization's effort to bring itself closer to customers through meaningful communication to build satisfaction, loyalty, and profit.

Based on these facts, communication activities cannot be separated from the success of CRM in an organization. There are benefits that can be obtained by an organization if they apply good CRM to their customers. A good relationship with its customers can foster customer loyalty to the products used, increase the impact of word-of-mouth, improve the quality of communication, create a good understanding of customer needs, and minimize the gap between customer expectations and what is delivered by the organization. Effective implementation of CRM in organizations affects customer satisfaction, and loyalty to the product, and illustrates that CRM programs in an organization can encourage customers to use or buy the same product. Based on the benefits that can be obtained from communication activities in building these relationships, there is an urgency to utilize CRM in the context of technology business incubators. The goal of CRM activities is to build relationships with customers, while communication activities are the key to effective CRM. To obtain this effect, a certain communication strategy is also needed. A communication strategy is a combination of

communication planning and management that is implemented to achieve predetermined communication goals (Sugiono, 2020).CRM supports a company in providing services to customers in real time by establishing relationships with each valuable customer through information about them. Based on what is known from customers, companies can create a variety of offers, services, programs, messages, and media. The emergence of the CR concept includes customers getting smarter, more price-conscious, more demanding, less forgiving, and approached by more companies with the same or even better offers. Thus, it is not enough to produce satisfied customers, but they must come to feel happy and become loyal. Hence, the shift from the mass marketing paradigm to one-by-one marketing.

The CRM value chain consists of five main stages and four supporting stages for the development and implementation of CRM strategies (Maula, 2016). Each of these stages is carried out using several tools and processes, namely:

1. Customer Portfolio Analysis: The use of the term 'portfolio' in this analysis indicates that the result of this process is a classification of customers into different groups that are then managed by portfolio or collectively. This is on the basis that not all customers should be managed in the same way. Customer portfolio analysis aims to optimize CRM performance gains across the customer base by offering differentiated value propositions to different customer segments (Maula, 2016).

2. Customer Intimacy: At this stage, the identity, history, demands, expectations, and choices of customers can be recognized. Without sufficient understanding, it will not be able to make and put forward proposals that are believed to be by customer demand, let alone better than its competitors. insight into customers will help in making good CRM decisions (Maula, 2016).

3. Network Development: Network development is intended to identify, describe, and manage relationships with network members within the company. These include organizations and people that contribute to the creation and delivery of a proportion of value to selected customers. Networks can include external members such as suppliers, partners and

owners/investors, as well as important internal parties, namely employees (Maula, 2016).

4. Value Proposition: This stage involves identifying sources of value for customers and creating propositions and experiences that meet their needs, expectations, and preferences. Value is the customer's perception of the difference between the benefits received and the sacrifices made to obtain those benefits. Some customers assume that value equals a low price. For other customer groups, value means the fulfillment of the demands they provide, meanwhile quality is the main consideration for other groups (Maula, 2016).

METHODOLOGY

This research was conducted using a qualitative research approach, employing a descriptive design to capture the development of tourism based on the resource management of Indonesian creative business actors after the pandemic. Informants were selected using purposive sampling with specific criteria: they are active tourism business practitioners in Bali, including tour guides and entrepreneurs, who have been directly involved in adapting their businesses during and after the pandemic. Bali was chosen as the research location because it is one of Indonesia's main tourist destinations that was most severely affected by the decline in both domestic and international visitors during the COVID-19 pandemic. Data collection techniques included in-depth interviews with these key informants, complemented by field observations and documentation studies. Thematic analysis was applied to interpret and categorize the findings systematically. To ensure validity and reliability, the study used triangulation across data sources and methods, as well as member checking with informants to confirm the accuracy of interpretations.

FINDINGS AND DISCUSSION

According to Tajeddini et al. (2020), among the many factors that can determine the success of service innovation, humans are the most influential. The participation of frontline employees (FLE) is an important factor in the development of new service products. This is because FLE's have 2 roles in the service innovation process: (a)

leading roles. After all, FLEs can be individuals who generate new ideas as well as develop and implement them, and with knowledge of the company's vision and mission can make it easier for FLEs to find innovation ideas; and (b) supporting roles, where FLEs become individuals who report existing problems, either obtained directly from customer complaints or during their work (Engen & Magnusson, 2018).

They found that service innovation has a positive impact on company performance, facilitates new value creation, and increases company competitiveness (Hsieh & Chou, 2017). Thanks to improved service quality, customer satisfaction and loyalty increase, which then gives the company an advantage over its competitors (Woo et al., 2021). In addition, the results of innovation can replace old or outdated service products. So, it can be concluded that creating an environment that promotes service innovation is very useful for every company, especially those that provide service products.

For informants in this study, it was found that service innovation makes customers compare the tourism service vendors they will use. By using digital marketing strategies in social media optimization, informants and teams prioritize the content of the tourism service portfolio and the organization of events that have been obtained. Thus, informants as tourism business actors can communicate quality to customers. This, as stated in the following quote,

> "So, for that one, on average, it goes back to the customer. Usually, customers look for five or more than to compare the vendors they want to hire. Our strategy is that through social media and our portfolio, we show that we have experience in handling anyone, in any event. We show our class and quality to the customer. The rest is for the customer to decide. But we show how the quality of our vendors and the level of customer satisfaction that we have handled. That's how it is now, we are more into self-quality review (vendor quality)." (Mandala)

Communication plays an important role in running CRM in an organization. Various studies have shown that the communication aspect of the organization is a key factor in CRM success. CRM is an organizational effort to get closer to customers through meaningful communication, thus creating satisfaction, loyalty, and profit.

Communication activities cannot be separated from the success of CRM in an organization. The benefits derived from good CRM implementation include increased customer loyalty, positive word-of-mouth impact, improved communication quality, a good understanding of customer needs, and reducing the gap between customer expectations and the reality delivered by the organization. Effective CRM implementation affects customer satisfaction and loyalty and encourages them to continue using or buying the same product.

From the results of interviews with informants, several things are included in the CRM value chain consisting of five main stages and four supporting stages for the development and implementation of CRM strategies (Maula, 2016). Each of these stages is carried out using several tools and processes, namely:

1.   Customer Portfolio Analysis

The use of the term 'portfolio' in this analysis indicates that the outcome of this process involves classifying customers into different groups, which are then managed on a portfolio basis collectively. This approach is based on the understanding that not all customers should be managed in the same way. Customer portfolio analysis aims to optimize CRM performance across the customer base by providing different value propositions for different customer segments (Maula, 2016). In the interview results, it was found that as a tourism business actor, informants map customers according to their characteristics and needs. Depending on the classification category they have previously determined. This is following the results of interview quotes with informants as follows,

"Now the target market is people who really need to know who they are. Then we execute it, the guide only goes down when it's a group. So if the number is small (2-5 people), it's more about the driver. Because now people have easier access to information, for language, they can use Google Translate, the road can just use google Maps, and so on. It's easier and easier, so today's life is more online. Especially now that we have Grab. All the average guests have used it, so local guests or outside guests have used it on average now. If it's a new

group, we execute it. That's all for the business world now here in its scope. On average, the offline ones are more like recommendations from friends. That's people who have come twice, then met the right person. Then, they recommend it to others. So, if there are a lot of guests who come for the first time, they must search first on YouTube or the internet, what's available, look at reviews first, then they choose. "

2. Customer Intimacy

At this stage, the identity, history, demands, expectations, and choices of customers can be recognized. Without sufficient understanding, the company will not be able to make and put forward proposals that are believed to be by customer demand, let alone better than its competitors. Insight into customers will help in making good CRM decisions (Maula, 2016). Continuing the previous statement, informants also identified customer history according to customer demands, expectations and choices. All of them are also determined by previous experiences that customers have had.

"In comparison, online networking and services is just now coming into existence. I went through a transition period from offline marketing to online. Online is stronger now, because it's so easy to access. Everyone has a smartphone, etc. So they are like that, based on experience. You could say the ratio is 30:70 percent; 70 percent is online, and 30 percent is still by other's recommendations. So online is so strong now, especially after the pandemic."(informant)

3. Network Development

Network development is intended to identify, describe, and manage relationships with network members within the company. These include organizations and people that contribute to the creation and delivery of a proportion of value to selected customers. Networks can include external members such as suppliers, partners and owners/investors, as well as important internal parties, namely employees (Maula, 2016). Informants consider that relationships determine the success of increasing the number of customers who are generally repeat service buyers. Even when expanding the network abroad, it will not be optimal if only advertising but also relationships are needed to be able to work with tourist agents in that country. This is following the informant's

statement as follows:

"Usually, companies or corporations are more about relationships. They are more into relationship links and word of mouth. So, they use insiders, that's the term. If it's like that, show the portfolio, and then if it's okay, then deal... Right, they have their own strategy on how to treat it. They have a certain segment to target. So they blast ads there, not just ads but also with relationships there. Many people here directly survey there, look for relationships there to cooperate with agents there. So many are like that; there must be a relationship there. It's impossible to just go there or just advertise, they must have a cooperation link."

4. Value Proposition

This stage involves identifying sources of value for customers and creating propositions and experiences that meet their needs, expectations, and preferences. Value is the customer's perception of the difference between the benefits received and the sacrifices made to obtain these benefits. Some customers assume that value equals a low price. For other customer groups, value means the fulfillment of the demands they make, and for other groups, quality is the main consideration (Maula, 2016). The perception of customers or, in this case, tourists is largely determined by their experience while being guided and served while using the services of these tourism business actors while they are on vacation. During that time, various techniques that are personalized according to customer needs are pursued to the maximum. This is expressed by the informant as follows:

"Most people who already understand how to manage guests understand. It's just a personal technique, so for example, from the vendor, there is this rental, it's up to you personally to offer attractions or where, the profit will be for you. If it's possible, it's profitable; if not, it's fine. But I experienced personally, there is a risk, Sis. First of all, I prioritize the guest's comfort. If they are comfortable, it will be safe to give recommendations. But the bad thing is when the guest has his own thoughts, is afraid of scams, etc. For guests like this, I'd rather keep quiet. So, I first see what the character of the person is like, and then I give advice. I see what the response is like first. If the person is cool, I'll just give recommendations. If the person is gnarly or stubborn, I'd rather keep quiet. I'm

afraid he'll get hurt, and I'll be the one who gets hit. That's why if there is a guest who is a first-time visitor to Bali, asking for recommendations of all kinds, then I'll bring out my tourism knowledge. But in the right realm, what is comfortable in the mountains or the beach? The downside is when you meet drivers whose only mindset is money; that's when scamming will happen. That's usually the risk point of being a guest. There are drivers who will take you to a place that is high-class but not high-quality. There are certain people like that. So, the vendor system is like this: The important thing is that the unit is running. Later you go where it's up to you, the important thing is that guests don't complain about how your driving service is. The problem of tips, etc., depends on how the service driver is and becomes the driver's profit. The important thing is that the outgoing unit and the incoming unit are the same."

5.   Manage The Customer Life Cycle

Customer lifecycle management is the fifth stage of the main stages of the CRM value chain, which is the issue of processes and structures that are important for CRM implementation. The core CRM processes are customer acquisition, customer care, and development processes, and they form the customer lifecycle (Maula, 2016). In practice, when customers receive good service and an experience that suit their needs, these tourism business actors will manage to establish a good relationship until they make repeated purchases and even recommend the service owner to others. This is expressed by the informant as follows:

"Most of them are recommendations from agents. That's why agents have a very strict recruitment system because they want perfect service. Because they're after that too, unless it's online. I'm on all fronts, sis. In chat, I try to be polite and as close as possible. After we meet, I'm really friendly, so whatever you need, I'll fulfill it as long as it's not out of bounds and still safe. In my personal experience, I've never received a complaint from a guest. In fact, yesterday, my guests came to Lombok twice. I invited them before the fasting month; they were from the Philippines. When I get close, I show them all the photos and videos so they have a picture. So they will be interested to come again later. That's a 100% repeat order positive. It must be like that on average. That's why if we can bring

the situation well, it's a plus for us, if we can't, it's a minus." (informant)

CONCLUSIONS

Communication has an important role in running a tourism business, one of which is by optimizing CRM. CRM is an organizational effort to get closer to customers through meaningful communication, thus creating satisfaction, loyalty, and profit. Communication activities cannot be separated from the success of CRM in an organization. The benefits of a good CRM implementation include increased customer loyalty, positive word-of-mouth impact, improved communication quality, a good understanding of customer needs, and reducing the gap between customer expectations and the reality delivered by the organization. Effective CRM implementation affects customer satisfaction and loyalty while encouraging them to continue using or buying the same product.

In interviews with informants, it was found that as tourism business actors, informants map customers according to their characteristics and needs, depending on predetermined classification categories. This is in accordance with the results of interview quotes with informants who stated that they identify customer history according to customer demands, expectations, and choices. All of them are also determined by the previous experience that the customer has received. Network development within the company aims to identify, explain, and manage relationships with network members. This includes organizations and individuals that contribute to the creation and delivery of value to selected customers. Networks can include external members, such as suppliers, partners, and owners/investors, as well as important internal parties, such as employees. Informants consider that relationships play a key role in increasing the number of customers, especially repeat service buyers. Even when expanding overseas, advertising alone will not be optimal; relationships with travel agents in the country are also necessary.

Sources of value for customers are identified, and propositions and experiences that meet customer needs, expectations, and preferences are created. Value is understood as the customer's perception of the benefits received compared to the sacrifices made. Some customers consider value to be comparable to a low price, while

others rate quality as a key consideration. Finally, customer lifecycle management is an important stage in the CRM value chain. CRM's core processes involve customer acquisition, customer care, and development, forming the customer lifecycle. In practice, customers' experiences while using the services of travel businesses greatly influence their perceptions. Personalization techniques are used to maximize customer satisfaction and build good relationships until customers make repeat purchases and recommend service owners to others.

LIMITATION AND STUDY FORWARD

Despite highlighting the importance of communication in Customer Relationship Management (CRM) within the tourism industry, this study has several limitations. First, it primarily relies on qualitative interviews with two informants who are travel guide and travel business practicioner, which may introduce bias and limit the generalizability of findings across different tourism business models. Second, while the study discusses CRM's impact on customer loyalty and satisfaction, it does not explore quantitative metrics or data-driven analysis to measure the effectiveness of CRM strategies. Third, the research mainly focuses on internal relationship management within organizations and their networks, yet it lacks an in-depth analysis of the role of digital CRM tools, such as AI-driven personalization and automation, which are increasingly relevant in modern tourism businesses. Additionally, the study does not fully address the psychological and emotional aspects of customer relationships that influence decision-making in tourism services. Lastly, external factors such as economic fluctuations, global tourism trends, and cultural differences in customer expectations are not extensively considered, which could impact the broader applicability of the findings. Future research should address these limitations by incorporating a mixed-methods approach, combining qualitative insights with quantitative analysis to provide a more comprehensive understanding of CRM effectiveness. Expanding the study to include various types of tourism businesses, such as luxury tourism, budget travel, and adventure tourism, can help capture diverse customer behaviours and CRM applications. Additionally, future studies should explore the integration of digital CRM tools, including AI-driven customer segmentation, automated communication, and

predictive analytics, to enhance personalization and customer engagement. Investigating psychological factors such as trust, perceived value, and emotional bonding within CRM strategies can provide deeper insights into customer loyalty. Moreover, considering external influences, such as economic conditions and evolving global tourism trends, will help develop adaptive CRM models that can be effectively implemented in different market conditions. By addressing these areas, future research can contribute to a more holistic and data-driven approach to CRM in the tourism industry.

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