

PATUHA RESORT'S BRAND TOUCHPOINTS AS "THE BEST MICE RESORT IN CIWIDEY" BY ANALYTICAL HIERARCHY PROCESS (AHP) METHOD

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ABSTRACT

To be "the best MICE Resort in Ciwidey", Patuha Resort must develop their brand touchpoints. The brand touchpoints consist of tangible and intangible aspect. The brand touchpoints are the point contact of brand and customer perceptions. It is an important way to maximize the brand touchpoints that appropriate to their position. The Positioning of PPAW was "Natural Panoramic Resort" (before 2006) changed into Patuha Resort (after 2006) as "the best MICE Resort in Ciwidey". After repositioning in 2006, Patuha Resort brandtouchpoints was not many changing. It consequently to customer perceptions that not sinronize to Patuha Resort's positioning. Nowadays, Patuha Resort still perceived as resort with minimize facilities in strategic area. Until 2011, Patuha Resort still not success managed theirs positioning as "the Best MICE Resort in Ciwidey". To solve that problem, KBM AEJ as the management of Patuha Resort, asks the researcher to create design concepts in Patuha Resort with accordance to MICE concept. This new concept brand development used to be the real Patuha Resort as "The Best MUCE Resort in Ciwidey".

To choose the most important brand touchpoints, the researcher used the Analitical Hierarchy Process (AHP). Analytical Hierarchy process (AHP) is considered as one of decision making models that can be applied to make prioritization amongst options. In this research AHP used twice. First to choose the brand touchpoints selected and second to choose the most important brand touchpoints. To get the priority decision, the AHP method needs an option and criteria then get the most weight by the result of brand expert interview. To get an objective appraisal, it would require assessment of the MICE and Brand Expert.

The most important brand touchpoints of Patuha Resort is Function Room. The researcher cooperated with Triperta Engineering Consultant to create Patuha Resort Function Room that appropriate with MICE concept. After that, the new design reviewed by the KBM AEJ, MICE Expert and customer. At the final stage, it performed in finalizing the concept and implementation.

The new concept implements that brand touchpoints that must exist at Patuha Resort Function Room are the operator room with PC, scan, printer, telephone, fax and MIC wireless; Roastrum with reading lamp and MIC wireless; Two flagpoles at right and left platform of stage; Projector screen; Projector with hanger; OHP; Enter and Exit Access; Receptionist with PC, telephone and fax; Photocopy machine; Portable meeting table for 65 seats with wireless teleprompter; two capboards, twelve room speakers at right and left room side; two flipcharts in right and left side; and Silencers, meeting lamp and wi-fi.

Keywords: Analytical Process Hierarchy, Brand touchpoints, Repositioning, Brand Management.

INTRODUCTION

To be "the best MICE Resort in Ciwidey", Patuha Resort must to develop their brand touchpoints. The brand touchpoints consist of tangible and intangible aspect. The brand touch points are the point contact of brand and customer perceptions. It is an important way to optimize the brand touchpoints that appropriate to their position. After repositioning, there was not many brand toucpoints that changing in Patuha Resort. It consequently to customer perceptions that not sinronize to Patuha Resort's positioning. Nowadays, Patuha Resort still perceived as common resort in strategic area.

Nowdays, Patuha Resort has not been able to compatible the MICE concept. MICE concept are an obviously an event organized activities, a minimum must consist of 5 different areas, can be local, national and international levels that can cause multiple effects of promotions, multiple publications and multiplier effects. The Patuha Resort Brand touchpoints as "the best MICE Resort in Ciwidey" only provide the training and gathering brand touchpoints.

The systematic of business issue explorations aimed to develop new concept of Patuha Resort brand touchpoints. There are consisting of six stages. *First*, describe about MICE concept. The key of MICE activities are conducted with real event consist of at least 5 members from different areas that come from local/national or international. The main requirement of MICE event are must be create multi promotions, multiple publications and multiplier effects. The unsinronize of Patuha Resort positioning as "the best MICE Resort in Ciwidey" with brand touchpoints representations impact the customer perceptions. Nowadays, Patuha Resort brand touchpoints represent the Resort concept that facilitated the training or gathering activities. It is simmlar with another resort or 3 stars hotels.

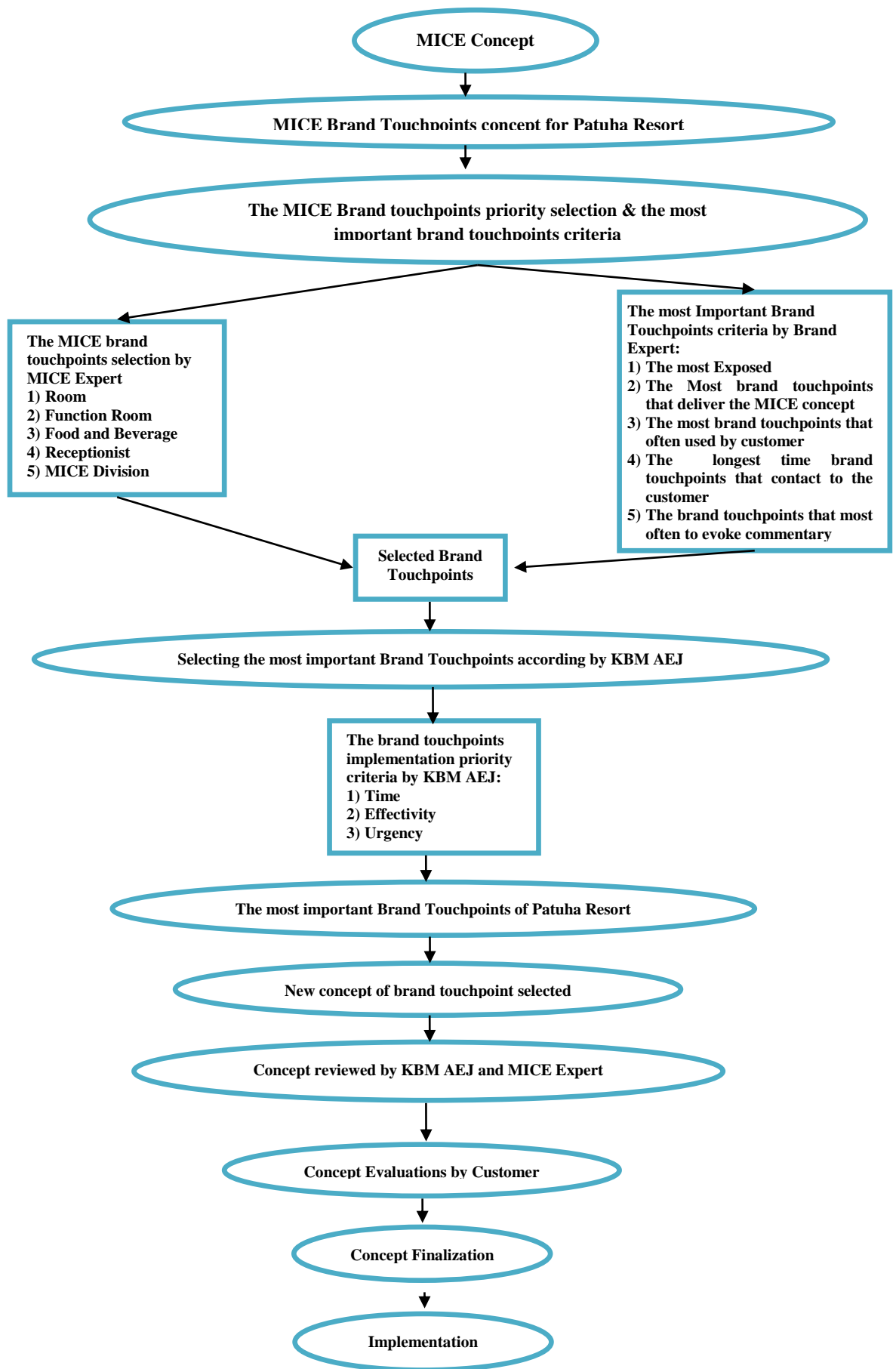
The Patuha Resort brand toucpoints new concept development planned based on MICE concept. The MICE activities that can be focused in Patuha Resort are association convention, incentive travel programme and company/corporate events. And minor event on selected exhibition activities. The selected exhibition activities that still allows held in Patuha Resort jewelery exhibitions considering the limitations of the rooms. But the jewelry exhibition consequences to security guaranteed.

To determine the Patuha Resort brand touchpoints those have the most affect to customer perceptions, the researcher needs MICE and brand expert adviced. According to Patuha Resort case, the MICE expert aimed to determine the priority of Patuha Resort brand

touchpoints in accordance with MICE concept. Whereas the Brand expert determine the brand touchpoints criteria that the most impact to customer perceptions. The method that used to choose selected brand touchpoints was Analytical Hierarchy Process (AHP).

After the selected brand touchpoints have been obtained, the most important brand touchpoints selected by second stage of AHP method. From of the top sequences elected the of the most selected brand touchpoints. The brand touchpoints criteria were determined by KBM AEJ. There are consisting of time, efectivity and urgency.

After getting the most important brand touchpoints of Patuha Resort, the next stage was created the new concept. That concept furthers to review by KBM AEJ and MICE expert. After KBM AEJ and MICE Expert reviewed, the next step was to given the concept to the customer by quetionnare. It obtains to Patuha Resort customer perceptions. And then, the last stages are concept finalization and implementation.



Analysis (2011)

METHODOLOGY

This Research used Analytical Hierarchy Process (AHP) Methodology. AHP is one method to develop a priority from several choices using multiple criteria. Because of its multiple criteria, AHP is quite widely used in the preparation of priority. Besides to multiple criteria, AHP is also based on a structured and logical process. These activities are conducted by experts representative associated with the alternatives that will be drawn up priorities (Bougeois, 2005)” (Munadi, Susila, 2007). In conducting the assessment/comparison, an alternative used by Bourgeois (2005) that uses a scale between 0, 1 to 1, 9. Table scale of assessment set forth in the table below:

Table 1 Assesment Scale Table by Bourgeois

Assement Result	A (Scale)	B (Scale)
A very much more preferable than B	1,9	0,1
A far more preferable than B	1,6	0,4
A slightly more preferred than B	1,3	0,7
A equals to B	1,0	1,0
A slightly less preferred than B	0,7	1,3
A much less preferred than B	0,4	1,6
A very much less preferred than	0,1	1,9

Source: Bourgeois, 2005

To get the best result, it should to compare both “criteria” and “criteria” with “option” by using Bourgeois assesment scale table. It aimed to find the weights in each cross calculation. The comparison between the criteria can be explained in the table below:

Table 2 The Comparison Between Both Criteria

Criteria	CR ₁	CR ₂	CR ₃	CR ₄	Amount	Weight
CR ₁	-	c ₁₂	c ₁₃	c ₁₄	c ₁	bc ₁ =c ₁ /c
CR ₂	c ₂₁	-	c ₂₃	c ₂₄	c ₂	bc ₂ =c ₂ /c
CR ₃	c ₃₁	c ₃₂	-	c ₃₄	c ₃	bc ₃ =c ₃ /c
CR ₄	c ₄₁	c ₄₂	c ₄₃	-	c ₄	bc ₄ =c ₄ /c
Amount					C	

Source: Susila, Munadi, 2007

From the table can be summarized as follows:

- 1) c_{ij} is the calculation result of the assessment / comparison between i and j criterion
- 2) c_i is the sum of i criterion value
- 3) C is the sum of the c_i all values
- 4) The I weight criterion obtained by divided c_i value againts C

The comparison of table between an “options” and “criteria” can be explained in the table below:

Table .3 The Comparison Between Both Criteria

Criteria	OP ₁	OP ₂	OP ₃	OP ₄	Amount	Weight
OP ₁	-	O ₁₂	O ₁₃	O ₁₄	O ₁	$bo_{11}=O_1/o$
OP ₂	O ₂₁	-	O ₂₃	O ₂₄	O ₂	$bo_{21}=O_2/o$
OP ₃	O ₃₁	O ₃₂	-	O ₃₄	O ₃	$bo_{31}=O_3/o$
OP ₄	O ₄₁	O ₄₂	O ₄₃	-	O ₄	$bo_{41}=O_4/o$
Amount					O	

Source: Susila, Munadi, 2007

- 1) O_{ij} is the result of assessment / comparison o i againts k options
- 2) O_i is the sum of all i value options.
- 3) O is the sum of all O_i values
- 4) bo_{ij} is an i values selected to sequence j criteria

An assessment process carried out between options for all criteria. This assessment should be assisted by experts and stakeholders. The expertist asessment can be tailored to the customer and stakeholders needs.

After the calculations result of expertist assessment, the next was made against all criteria. Basically, this synthesis was the sum of all weights that obtained by each option on each criterion. The sum values of each option presented in following formula:

$$bop_i = \sum_{j=1}^n bo_{ij} * bc_j$$

bop_i = values option sequence into a (i)

The other form of formula also can be presented in tabular form. For simplify, assume that the 4 criteria and 4 options. The priority value / the first weight option (OP₁) is obtained by shifting the criterion weight value against to value that associated to the criteria for first option. The formula as follows:

$$bop_i = (bo_{11} * bc_1) + (bo_{12} * bc_2) + (bc_{13} * bc_3) + (bo_{14} * bc_4) \dots$$

The tabular form identic to second, third and fourth options. With comparison each values, the priority can be arrange based on the largest value. The higher value is the higher priority, and applies vice versa. The following will described of the synthesis assessment:

Table 4 The Comparison Between Criteria and Options

	CR1	CR2	CR3	CR4	Priority
	bc ₁	bc ₂	bc ₃	bc ₄	bop _i
OP ₁	bo ₁₁	bo ₁₂	bo ₁₃	bo ₁₄	bop ₁
OP ₂	bo ₂₁	bo ₂₂	bo ₂₃	bo ₂₄	bop ₂
OP ₃	Bo ₃₁	Bo ₃₂	Bo ₃₃	Bo ₃₄	bop ₃
OP ₄	Bo ₄₁	Bo ₄₂	Bo ₄₃	Bo ₄₄	bop ₄

Source: Susila, Munadi, 2007

ANALYSIS AND RESULT

To determine the priorities, the main problem must be able decomposed to be resolved. The options and criteria identification selected priority formula. The top of five Patuha Resort brand touchpoints that will be develop according to the MICE expert from University of Indonesia, there are:¹

- a) Receptionist
- b) Lodging Room
- c) Food and Beverage (F&B)
- d) Functions Room
- e) Divisi MICE

¹ Interview with Dra. Aris Miyati Nasution, MA, the Head of Tourism MICE major, Vokasi Pariwisata, Indonesia University at August 1, 2011

Then the criteria used are the most important criteria touchpoints brand by brand expert, which consists of:²

- a) The most exposed
- b) The most brand touchpoints that deliver the MICE concept
- c) The most brand touchpoints that often used by customer
- d) The longest time brand touchpoints that contact to the customer
- e) The brand touchpoints that most often to evoke commentary

In simple way, the problem decomposition application of Patuha resort as "the best MICE Resort in Ciwidey" by AHP metode were selected as illustrated in the following chart:

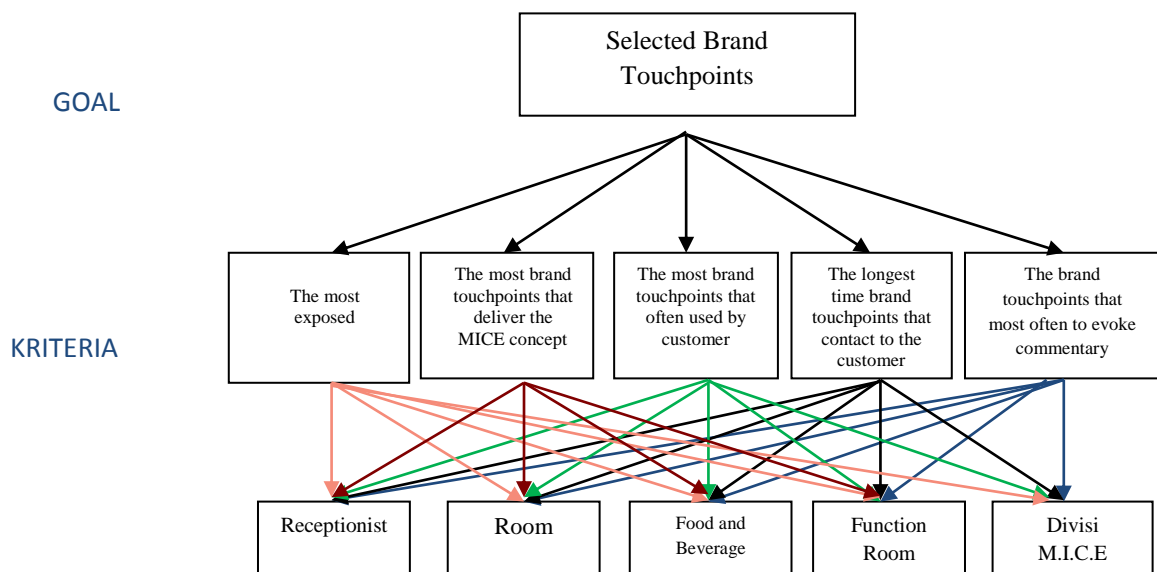


Figure 1 The Selected Brand Touchpoints Decomposition
Source: analysis, 2011

² Interview with Dr.Reza Ashari Nasution ,brand Expert and Brand Management lecturer at MBA ITB, at August 5, 2011 at MBA ITB

Based on Synthesis of priorities Assessment of selected Brand Touchpoints are:

Table 5 Synthesis of Priorities

	“The brand touchpoints that most often to evoke commentary”	The most Exposed	The Most brand touchpoints that deliver the MICE concept	The most brand touchpoints that often used by customer	The longest time brand touchpoints that contact to the customer	Priority	Sequence of Priority
	0.13	0.13	0.2	0.29	0.26		
Lodging Room	0.155	0.26	0.17	0.215	0.11	0.1789	4
Divisi MICE	0.26	0.155	0.245	0.215	0.245	0.229	2
Food and Beverage (F&B)	0.23	0.2	0.215	0.215	0.215	0.21715	3
Functions Room	0.29	0.29	0.29	0.275	0.32	0.29635	1
Receptionist	0.065	0.095	0.08	0.08	0.11	0.0886	5

Source: analysis, 2011

The table above shows the synthesis assessment of valuation of the sum of 5 selection criteria as well as 5 brand touchpoints that have been discussed before:

For lodging room brand touchpoints against 5 criteria, there are: the brand touchpoints that often to evoke the most commentary, the most exposed, the most brand touchpoints that deliver the MICE concept, the most brand touchpoints that often used by the customer and the brand touchpoints that logest time contact to the customer has $0,18 = 0,1789$ priority weight.

For MICE Division against 5 criteria, there are: the brand touchpoints that often to evoke the most commentary, the most exposed, the most brand touchpoints that deliver the MICE concept, the most brand touchpoints that often used by the customer and the brand touchpoints that logest time contact to the customer has $0,229 = 0,23$ priority weight.

For Food and Beverage (F&B) brand touchpoints against 5 criteria, there are: the brand touchpoints that the most often to evoke commentary, the most exposed, the most brand touchpoints that deliver the MICE concept, the most brand touchpoints that often used by

the customer and the longest That brand touchpoints time contact to the customer has with a priority weight = 0,24 = 0,21715

To Functions Room brand touchpoints against against 5 criteria: the brand touchpoints that often to evoke the most commentary, the most exposed, the most brand touchpoints that deliver the MICE concept, the most brand touchpoints that often used by the customer and the brand touchpoints that longest time contact to the customer has 0,29635=0,3 priority weight.

To receptionist brand touchpoints against 5 criteria: the brand touchpoints that often the most to evoke commentary, the most exposed, the most brand touchpoints that deliver the MICE concept, the most brand touchpoints that often used by the customer and the brand touchpoints that longest time contact to the customer has 0,0886 priority weight.

That way the order of priority selected brand touchpoints is: First, functions room with 0,3 priority weights. Second, MICE Division with 0,23 priority weighted. Third, Food and Beverage (F&B) with 0,22 priority weights. Fourth, lodging room with 0,18 priority weights and the last is the receptionist with 0,08 priority weight.

The three (3) main priorities is chosen as the selected brand touchpoints which would then be calculated using the second Analytical Hierarchy Process (AHP) back to get the most Important brand touchpoint.

CONCLUSIONS AND SUGGESTIONS

The Assessment Synthesis the most important Brand touchpoints result are:

Table 6 Assessment Synthesis the most important Brand touchpoints

	Functions Room	Food and Beverage (F&B)	Divisi MICE	Prioritas	Urutan Prioritas
	0.13	0.53	0.33		
Functions Room	0.28	0.63	0.63	0.59	1
Food and Beverage (F&B)	0.38	0.23	0.28	0.27	2
Divisi MICE	0.33	0.13	0.08	0.14	3

Source: analysis, 2011

The table above shows the synthesis assessment of the sum of the 3 options appraisal brand touchpoints as well as the three criteria that have been discussed before: first, functions room brand touchpoints against three criteria: time, effectivity and urgency criteria have $0,58667 = 0,59$ priority weight. Second, brand touchpoints Food and Beverage (F & B) against 3 criteria: time, weights and urgency has $0.435833 = 0.44$ priority weight. Third, MICE Division brand touchpoints against three criteria: time, effectivity priority and urgency with $0,1825 = 0,18$ priority weight.

Based on the assessment of the most important synthesis brand touchpoints, the functions room is the most important ones to Patuha Resort. This indicates that the functions room at the resort Patuha has the most important element in shaping Patuha Resort as “the best MICE Resort in Ciwidey” and is eligible within the criteria of time, effectivity and urgency. So that the functions room at select as a business solution in this thesis.

As a selected brand touchpoints, Baros functions room want to improve the brand touchpoints that match Patuha Resort positioning as "the best MICE Resort in Ciwidey". It required a specific standard for Baros Functions Room, which became the most important brand touchpoint. The standard could be adopted accordance with the concept of MICE. For that MICE standard facilities resort, It refers to the two books, there are Trip Meeting Incentive, Conference, Exhibition (Kesrul, 2004) and Service Business Management book MICE (Gunawan, Nasution, Manaf, 2006) . From that reference, it was chosen for several improvements that appropriate to Baros Room with a focus on organizing MICE Patuha Resort, there are the association convention, incentive travel programmed and company/corporate events. Standards that must exist at Baros functions room include:

- 1) The operator room, with a PC, scan & printer, telephone, fax and wirelles MIC
- 2) Roastrum with reading lamp and wirelles MIC
- 3) Two flagpoles at right and left Stage Platform
- 4) Projector screen
- 5) Projector with hanger
- 6) OHP
- 7) Enter and Exit Access

- 8) Receptionist with a PC, telephone and fax
- 9) Photocopy machines
- 10) Portable meeting table for 65 seats with wireless teleprompter
- 11) Two capboards
- 12) Twelve rooms speakers at right and left side
- 13) Four whiteboards at right and left side room
- 14) Two flipcharts in right and left side
- 15) Room with silencers, meetings lamp, and wi-fi

Beside conduct to MICE standard concept, the new concept of brand touchpoints selected also contributed from the researcher observe and customer's interview from MBA ITB batch 42B. From that result, the customer need the optimize brand touchpints that appropriate to their activity. Nowadays Patuha Resort such as "Aula in high school". After find that insight, new concept Patuha Resort is consulted to Triperta Engineering as a consultant planner. The following will explain the plan changes will be made.

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