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Innovation in the Development of Narmada Park Tourism as a Buffer for the Mandalika Special Economic Area

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ABSTRACT

Objectives: This study aims to analyze innovation in the development of Narmada Park tourism as a buffer for the Mandalika Special Economic Zone. Specifically, this study examines the service innovation model (new service concept, new client interface, new service delivery system, and new technological option) and the obstacles and supporters faced by stakeholders in the development of Narmada Park tourism.

Methodology: This study uses a qualitative descriptive approach by utilizing the Den Hertog service innovation model theory. Data credibility is ensured through triangulation with an interactive process involving data collection, data reduction, data presentation and drawing conclusions.

Finding: This study reveals that Narmada Park has innovated in the concept of service by providing complete tourist attractions. This destination offers cultural historical tourism and recreational tourism. Some of the available tourist services are buildings from the past Hindu kingdom, holy water of eternal youth, swimming pools for adults and children, flying fox rides, outbound areas, culinary areas for sate bulayak and complete souvenir centers. In addition, new services are also seen in the implementation of cultural events in the form of dance performances, gendang belek, kecak dance, gamelan, and peresean pepadu. From the innovation of the new client interface, it utilizes social media such as Facebook, Instagram, and TikTok to build relationships with visitors. In the innovation of the new service delivery system, it uses local tour guides who are updated and professional. As well as innovation in technology choices, it can be seen in security updates by providing CCTV and free wifi. Support comes from various parties such as local governments, travel agents, and the media for the development of Narmada Park.

Conclusion: Innovation in service concept has an impact on increasing the number of tourist visits. To continue to maintain and increase visits, Narmada Park needs to increase the frequency of event activities carried out, collaborate with several influencers in promotions, improve service quality, and increase the use of technology. Several important innovations to be carried out in the form of updates to self-check-in facilities, special applications for Narmada Park, and QR codes that display statue information have not been realized because the procurement costs are too high and capital is limited.

Keywords: Innovation; Narmada Park; Tourism Development; Mandalika Special Economic Zone.

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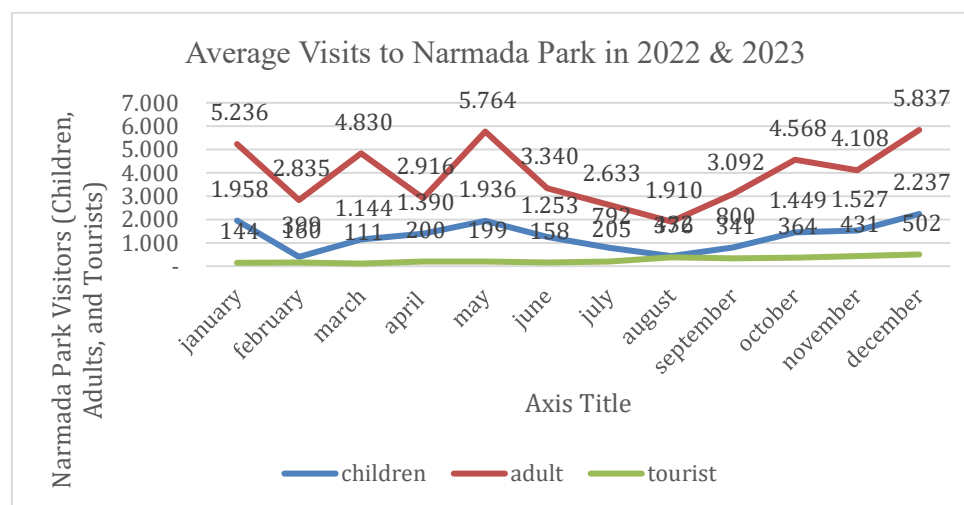
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INTRODUCTION

Innovation is the process of creating new ideas that include the introduction of new products, new production methods, new markets, new sources of raw materials, and the restructuring of industrial organizations (Schumpeter, 1989). In the tourism industry, innovation is a key factor in increasing productivity in various lines ranging from destination management, customer service, ease of interaction, to the use of digital technology (Den Hertog, 2000). Innovation in the tourism industry can increase company competitiveness, encourage tourist loyalty and economic growth (Ghifari et al., 2024; Sandy & Faozen, 2024).

The Master Plan for the Acceleration of Indonesian Economic Development (MP3EI) 2011-2025 assigns Bali, NTB, and NTT as the main areas in the corridor of tourism gateways and national food supporters. Lombok Island, which is one of the islands in NTB, is increasingly known as a leading tourism destination, especially after successfully hosting the international MotoGP event at the Mandalika Circuit every year starting in 2022 to 2024. The famous tourist attractions on Lombok Island are Kuta Beach, Sade Village, Narmada Park, Senggigi Beach, Gili Trawangan, and the Bayan Ancient Mosque which are considered as buffers or special niche markets that can support the development of the Mandalika Special Economic Zone so as to create a sustainable tourism ecosystem.

Figure 1 Tourist visit data to Narmada Park in 2022 & 2023



Source: PT. Tripat Lombok Barat, processed by researchers (2025)

Narmada Park is a historical tour or heritage tourism, the largest legacy of the Hindu kingdom on the island of Lombok, built by King Anak Agung Gede Ngurah Karangasem as a miniature of Mount Rinjani and Lake Segara Anak which are still preserved to this day. Heritage tourism is a form of tourism that emphasizes historical and cultural elements that are passed down from generation to generation, including landscapes, historic buildings, and traditions and folklore (Supryadi et al., 2023). But in the last two years, there has been a significant fluctuation in the number of tourist visits and the moto gp event did not have a direct impact on increasing the number of foreign tourist visits to Taman Narmada which was influenced by the adaptation and implementation of innovations that had not been adopted maximally. In addition, Taman Narmada is one of the tourist destinations with the smallest number of visitors (Dolonseding & Widiyani, 2017).

Research on the application of innovation in various industries has so far focused more on the manufacturing sector (Budiadnyana et al., 2021; De Vries et al., 2016; Hipp et al., 2011; Napitupulu et al., 2021; Spohrer & Maglio, 2008; Suendro, 2010), while studies related to innovation in the tourism industry are still relatively limited (Agusdin et al., 2019). Therefore, the application of innovation in the tourism or service industry is becoming increasingly important, especially with reference to the service innovation model developed by Den Hertog (Agusdin et al., 2019).

This study aims to analyze innovation in the development of Narmada Park as a buffer for the Mandalika Special Economic Zone. By analyzing the innovations that have been carried out, this study seeks to provide strategic evaluations and recommendations to improve innovation in the development of Narmada Park as a whole. The findings of this study will be very valuable not only for Narmada Park managers but also for other tourist destinations supporting the Mandalika Special Economic Zone who want to optimize the level of tourist visits in the sustainable tourism sector. Furthermore, this study will contribute to a broader understanding of how tourist destinations supporting the Mandalika Special Economic Zone can develop in a competitive tourism sector through effective development innovation. By exploring new service concepts, modern communication methods between new customers, new service delivery systems, and new technology options, this study aims to provide actionable insights that can be applied to similar businesses seeking growth and sustainability in the ever-growing tourism industry.

LITERATURE REVIEW

A. Service Innovation Model

Service innovation is the production of new ideas to create sustainable customer value and the adoption of ideas in new products, new processes and managerial procedures (Nasution & Mavondo, 2008). In addition, according to Burhan and Ali (2020), service innovation is a complex and multidimensional phenomenon that includes various aspects such as the introduction of new service concepts, innovative distribution channels, the latest methods of interaction with clients, efficient service delivery systems, and the need for customized technology and software (Hertog, 2000). Innovation can contribute to improving services and increasing productivity in public services which causes increased pressure on companies to be more innovative (Borins, 2002; Hartley et al., 2013; Osborne & Brown, 2011). The existence of tourist destinations must be maintained and improved with massive innovation. Innovation involves the development of new ideas, products and services that create value for customers and drive the growth of tourist destinations (Bahrudin, 2017). An effective innovation strategy can increase the productivity and competitiveness of tourist destinations. The Service Innovation Model is a framework or approach designed to encourage the development of service innovation in the tourism sector, with a focus on creating added value through technology integration, optimizing service systems, and increasing customer interaction. The approach of adopting technology, developing human resources based on digital competencies, and collaboration between the government, local communities, and the private sector can increase the productivity of tourist destinations (Achmad, 2023; Rumanti et al., 2021; Wiratmadja et al., 2021). Sustainable management is also essential to maintain local cultural heritage and ecosystems (Sukmadewi, 2020).

New Service Concept

New service concept is the core of service innovation that aims to meet unmet customer needs, improve efficiency, or create unique experiences. This dimension refers to the creation or development of new service ideas that provide added value to customers (Hertog, 2000).

New Client Interface

Modern technology and communication methods allow companies to redesign the interface of tourist destinations and make customer experiences more personal and interactive. This includes the use of applications, the use of digital applications and high visibility on social media which can be innovative strategies in building closer and more interactive relationships with customers.

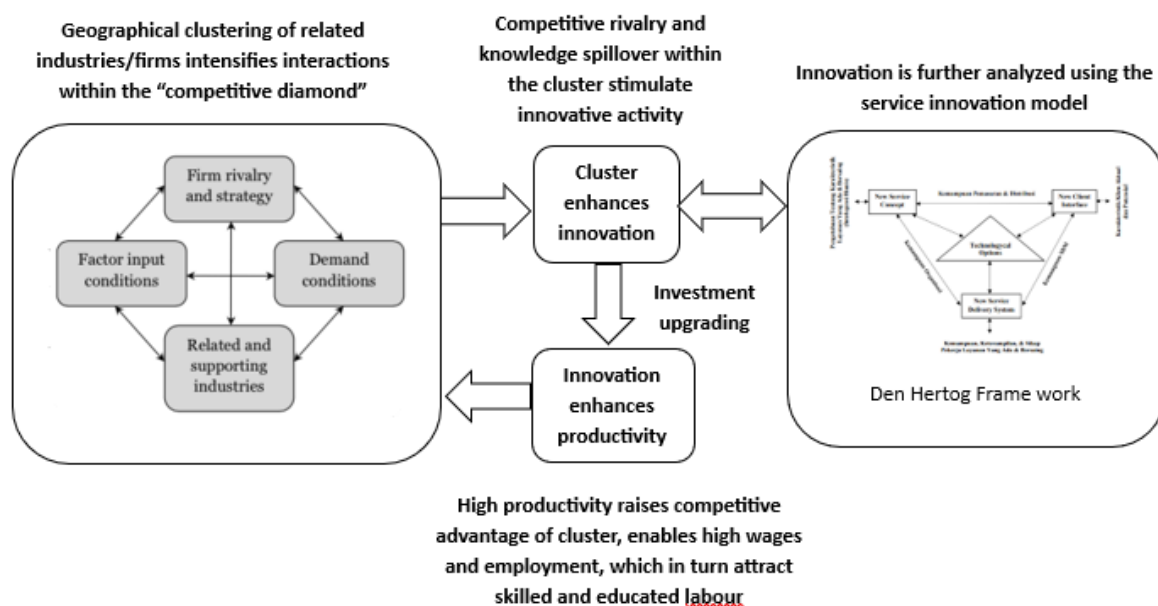
New Service Delivery System

New service delivery systems involve redesigning business processes, automation, and workflows to provide a better experience to customers. Elements of the service delivery system focus on providing adequate infrastructure, such as comfortable facilities at tourist locations and this has been shown to have a significant impact on customer satisfaction (Hamidah, 2022; Sulistyowati et al., 2019).

New Technological Option

Technology is the main driver of service innovation, enabling companies to provide faster, better and cheaper services. Integration of new service technologies in the form of mobile applications that present digital maps, interactive holograms and historical information about destinations can make it easier for visitors and increase the competitiveness of destinations. Based on the explanation of previous theories and research, the flow of thought in this research can be structured as follows:

Figure 2 Conceptual framework



METHOD

Research methods are systematic steps taken in relation to research (Yunengsih & Rizki, 2025). Furthermore, research methods are plans and procedures for research that include steps ranging from general assumptions to data collection techniques and interpretation (Creswell, 2014).

This type of research is field research with a qualitative descriptive approach to analyze innovation in the development of Narmada Park as a buffer for the Mandalika Special Economic Zone. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior (Bogdan & Taylor, 1975). This study uses in-depth interview techniques, participant observation, and documentation studies to collect data. In-depth interviews were conducted to dig up detailed information from informants. To ensure the credibility of the data, the technique used is the triangulation technique which includes:

1. data condensation: selecting, simplifying, abstracting, and/or transforming existing data, be it field notes, interview transcripts, documents, or other materials, so that the data obtained is more focused and in accordance with the research objectives.
3. data presentation: organizing information in a structured form, allowing researchers to draw conclusions and take further action.
4. drawing conclusions: interpreting research findings to develop recommendations for management.

RESULTS AND DISCUSSION

Narmada Park is located in Lembuak Village, Narmada District, West Lombok Regency or about 10 kilometers east of Mataram City, West Nusa Tenggara Province, Indonesia. This park, which is about 2 hectares (hectares) in size, was built in 1727 by the King of Mataram Lombok, Anak Agung Ngurah Karang Asem. Over time, Narmada Park has not only functioned as the main center of religious rituals, but has also been preserved and opened to the public as a tourist destination with the concept of a historical site rich in cultural value. Previously, the management of Narmada Park was managed by the Narmada village community, but there was a conflict until the West Lombok regional government sided with PT. Tripat. The history of the development of Narmada Park has experienced significant development. Initially, Narmada Park was not well organized, starting from management, security, park layout and basic facilities that were not yet available, such as toilets, parking areas, and prayer rooms. However, after management moved under PT Tripat, innovation in the development of Narmada Park has been carried out very well compared to previous conditions. Observations were conducted at Narmada Park for seven months starting from October 2024 to April 2025. The objects of observation were innovations made by PT Tripat in the development of Narmada Park such as analysis of new service concepts, new client interfaces, new service delivery systems, and technology options and analysis of the obstacles and supporters faced by stakeholders in the development of Narmada Park. In-depth interviews were conducted with the president director of PT Tripat, secretary, and treasurer, the West Lombok tourism office, Look Lombok travel agents, TV9 Lombok media, visitors, and parking attendants at Narmada Park. All informants have provided answers to the questions asked. Result and discussion are essential sections of the research article. This section presents the results and discussion of the finding based on the research methods performed by author.

New Service Concept

Narmada Park has its own characteristics that distinguish it from other tourist destinations, namely the presence of a holy spring of eternal youth which is believed to have the power of eternal youth for anyone who drinks it. In addition, this park has complete tourist amenities ranging from a culinary center with the characteristic of sate bulayak, a souvenir center, and various tourist attractions in the form of a swimming pool, outbound area, flying fox, and many others. In addition, this park has provided cultural performance attractions held at the beginning of the month every month. This event features Gendang Belek, Hindu Merak Dance, Gamelan, and Peresean Pepadu. Local cultural and culinary tourism experiences can increase tourist attractions which then have an impact on increasing the number of visits (Yusri et al., 2025). However, one of the limitations is the low frequency of these cultural performances, thus limiting the interest of tourist visits which only increase at the beginning of the month. By intensifying the events held every week and adding to the types of cultural attractions displayed, it can increase the enthusiasm of tourists as a whole.

New Client Interface

In an effort to build and strengthen relationships with customers, Taman Narmada actively utilizes social media as a means of communication with visitors. The management revealed that the park has official accounts on Facebook, Instagram and TikTok which are used to display various tourist attractions, the latest information, and activities taking place in the park area. Taman Narmada management intensively displays interesting content related to tourist attractions and cultural performances that will be held at Taman Narmada. The Taman Narmada social media address on the Facebook application is with the username @Taman Narmada, on Instagram with the username @taman.narmada1727, and TikTok with the username @taman.narmada1727. To maximize promotion through social media, Taman Narmada needs to collaborate or work with well-known influencers to increase the visibility of Taman Narmada on social media.

New Service Delivery System

Innovation in the new service delivery system, the management of Narmada Park uses trained tour guides. Tour guides in Narmada Park have been developed with empowerment and training to provide good service to visitors. These tour guides are given training related to basic service concepts and are trained to be able to speak foreign languages so that they can serve foreign tourists well. In addition, from the placement of the main tasks and functions of employees, the management of Narmada Park uses the strategy of the right man in the right places so that the human resources who work can do their jobs well and professionally. Good and positive service quality has an impact on visitor loyalty and satisfaction (Aldino & Hanafiah, 2025). When visitor satisfaction is met, it will have an impact on the level of repeat visits to the tourist destination. Currently, Narmada Park is considered more advanced than the previous condition where the management began to develop. Narmada Park not only from the available natural resources but also from the human resources who work in it.

New Technological Option

In terms of technology utilization, the management of Narmada Park focuses on fulfilling basic needs and visitor satisfaction in the form of adequate security facilities. When compared to previous conditions, Narmada Park has a low security system and often experiences criminal

acts in the form of extortion by irresponsible parties. Based on this, the current development strategy for Narmada Park focuses on facilities that can support visitor security and comfort to eliminate criminal acts that occur in the Narmada Park area. The use of technology in this case is in the form of procuring security recording devices such as CCTV to monitor the security of the Park area in real time or directly. In addition, in terms of providing added value or more value in terms of visitor satisfaction, Narmada Park provides free WiFi services in the park area. The use of digital devices in business processes can maintain the growth and competitiveness of the company (Sulistyanto et al., 2025). This facility was created to provide satisfaction while at Narmada Park and increase the attraction for tourists to visit again.

Constraints and Supporting Stakeholders in the Development of Narmada Park Tourism.

In terms of stakeholder relations, there is quite good synergy between the Narmada Park management and the local government and travel agents. This collaboration allows the park to remain one of the destinations included in the tour packages on the island of Lombok. In terms of cooperation with the media, Narmada Park needs to establish relationships with several television stations, print media, or radio on the island of Lombok to promote Narmada Park more widely. One opportunity that can be utilized is the free advertising program offered by TV9 on the condition that it is able to present more unique and interesting tourist attractions. In addition, the involvement of academics, especially the University of Mataram, is also needed to support park management through training programs, mentoring, and other technical assistance. In addition, limited funds are a crucial problem that has an impact on the maintenance of historical objects. Lack of budget causes facilities such as building information boards to be damaged, with writing that begins to fade, making it difficult for visitors to obtain information.

CONCLUSION

Innovation in the development of supporting tourist destinations, one of which is in Narmada Park, can increase tourist visits and create an integrated tourism cluster between various destinations in Lombok with the Mandalika Special Economic Zone as the main growth center. The clustered tourism ecosystem can accelerate the development of regional tourism as a whole and provide a wider economic impact. The forms of innovation in the development of Narmada Park tourism carried out by the Narmada Park management are:

1. In the concept of new services, Narmada Park continues to improve and develop the tourist attractions available at Narmada Park. In terms of attractions, Narmada Park has recently presented a new service in the form of organizing cultural performances that are routinely held at the beginning of each month. The cultural performances held include performances of Gendang Belek, Hindu Merak Dance, Gamelan and Peresean Pepadu with the aim of introducing Lombok Sasak culture to visitors.
2. In terms of interaction with visitors, Narmada Park relies on social media such as Instagram, Facebook and Tiktok as the main means of communication. The management of Narmada Park intensively displays interesting content related to tourist attractions and cultural performances that will be held at Narmada Park. Information on new tourist attractions and pamphlets for tourist events that will be held are officially shared on the social media page.
3. In providing services to visitors, Narmada Park provides five professional tour guides who help direct and explain the history and replicas of buildings in Narmada Park. These tour

guides have been equipped with training so that they have extensive knowledge related to Narmada Park and are able to speak foreign languages to serve foreign tourists.

4. In terms of technology utilization, the management of Narmada Park focuses on meeting basic needs and visitor satisfaction in the form of adequate security facilities. The use of technology in this case is in the form of procuring security recording devices such as CCTV to monitor the security of the Park area in real time or directly. In addition, in terms of providing added value or more value in terms of visitor satisfaction, Narmada Park provides free WiFi services in the park area. This facility is provided to provide satisfaction while at Narmada Park and increase the attraction for tourists to visit again.
5. Narmada Park is experiencing constraints in terms of capital. The operational capital of Narmada Park is only obtained from ticket sales, there is no direct assistance from the government because the financial condition of the West Lombok Tourism Office is still unstable. In addition, support comes from several parties such as TV9 media in coverage, travel agents by including Narmada Park in city tour packages and training assistance in developing Narmada Park.

Suggestions

suggestions that the author would like to give to the management of Taman Narmada:

1. Need to intensify the frequency of holding cultural events and collaborate with other artists to display various types of cultural performances.
2. To maximize promotion through social media, it is necessary to collaborate or collaborate with influencers to increase the visibility of Taman Narmada on social media.
3. Need to increase the number of tour guides provided in Taman Narmada so that when there is a spike in the number of visits, visitors can be served optimally.
4. Adopt digital technology in delivering historical information on statues and other historical buildings in the form of providing scannable barcodes that display information and the history of statues in a more modern way
5. One of the main obstacles in innovation in developing Taman Narmada tourism is limited access to capital. it is recommended that there be strategic cooperation with various parties, such as financial institutions, investors, and private companies to invest in innovation in developing Taman Narmada.
6. The importance of periodic monitoring and evaluation of policies implemented as an innovation strategy for developing Taman Narmada. This is to ensure that all innovation strategies that have been designed and applied are according to plan and achieve the desired targets.

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