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# Toba Tourism Destination Marketing Management Through Planning Land Transportation Co-Design

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**Abstract:** The purpose of this study is to explore the nature of Toba land transportation that connects to tourist destinations, identify the success factors of planning and implementing transportation services, build effective modelling of transportation services, and improve the image of the Toba destination area. This study adopts a literature review approach to analyze the role of public transportation management in destination marketing research. The stages started with stakeholders' surveys, interviews of several figures considered competent, FGDs and literature reviews. This study concludes that the design of public transportation is based on co-design. It was found that there are five tourist destinations connected to the cross-Sumatra highway, namely Pakkodian, Pasir Putih, Caldera, Taman Eden and Parapat tourist destinations with limited land transportation that serves passengers from Silangit-Parapat-Silangit. This study focuses on the joint action of Value co-design and co-creation in creating new designs, namely the addition of a land transportation fleet and the creation of stops. Designing co-design stops in five tourist destinations closest to the Sumatran causeway along Silangit-Parapat. It is proposed that ten transportation slots will be arranged, with 12 hours of operational time from 6:00 AM-6:00 PM. The improvement of destination marketing is in line with the quality of service and the image that comes with it. Co-design offers solutions to the concept of value co-creation. Increasing interaction between consumers or visitors with destination managers and public transportation service providers is a transformative model that aims to improve collective well-being and examine the idea of re-creating value to capture more significant opportunities for tourist destination marketing work.

**Keywords:** Land Transportation, Co-Design, Co-Creation, Destination Marketing, Tourism

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## 1. Introduction

The study on Toba tourism destination marketing management was inspired by observations and identification that in Toba, there is still a lack of transportation arrangements, especially regarding lanes, lanes and the number of vehicles and schedule. On the one hand, the Government has declared the development of Lake Toba tourist destinations a priority. For this reason, efforts are needed to support government programs through structuring the performance of land transportation from Silangit-Parapat-Silangit by creating new stops that connect tourist destinations in the Toba regency. This effort is a management development to improve destination marketing [1]. On the other hand, although it is recognized that there is already special airport transportation to Parapat with a limited number (only two units in 2021), there is no control of stops.

For this reason, land transportation is needed to connect Silangit with other tourist destinations. This study focuses on the basic concept of planning and measuring the performance of land transportation so that it can serve all visitors and has the potential to be able to visit tourist destinations according to stopping points that are adapted to tourist destinations. Thus the performance of destination marketing also increases.

Land transport plays an essential role in society's quality of life and economic growth. The guarantee of land transportation from Silangit airport to tourist places will provide more opportunities to facilitate visitors and the surrounding community safely and thus significantly contribute to the connectivity of tourist points. The increase in the number of passengers coming and going through Silangit Airport has provided a strong momentum in mobilizing visitors to Toba. The land transportation model

along the North Sumatra causeway is one of the most significant measurement indicators of tourism services. The structure of this transportation model is complex and has an interrelated relationship between tourism destinations, Silangit airport and cities in Toba Regency.

The marketing of tourist destinations has become a major concern of stakeholders due to the growth in the number of cross-international transactions that have an impact on the competitiveness of the premises. The presence of Sisingamangaraja International Airport in Silangit provides added value for Lake Toba tourist destinations. Toba is one of the seven districts surrounding Lake Toba. Toba Regency with an area of 2,022 km<sup>2</sup>, has only one main road, namely the Sumatra cross road. The presence of Silangit Airport provides potential for Toba tourist destinations. This study invites tourist destination stakeholders to empower this potential and apply tourist destination marketing techniques through planning transportation modes to Toba tourist destinations. Destination marketing is an activity of providing and planning destination areas with a focus on satisfaction services for visitors. The most important destination service needs are transportation facilities to reach tourist destinations and the availability of visitor needs on site [2].

The purpose of this study is to explore the nature of Toba land transportation that connects to tourist destinations, identify the factors that drive the successful planning and implementation of transportation services, build effective modelling of transportation services for improving the marketing performance of tourist destinations. Strategic planning of transportation services is expected to be the answer to efforts to increase tourists and improve the marketing performance of Toba tourist destinations. Destination marketing includes all activities and processes to bring buyers and sellers together with a focus on how to respond to the demands of competitively competitive consumers. A coordinated set of activities related to the efficiency of the distribution of products into the market and involves decision-making on product packaging, branding design, pricing, market segmentation, promotion and distribution. Destination marketing involves the use of tourism as a means to achieve goals in improving the image of the Toba destination area, attracting capital owners, entrepreneurship, improving facilities, creating value and an image of local community pride [3]. Marketing contributes greatly to the development of the destination, the process is not always easy, it requires a challenging art of marketing. The challenge lies mainly in the willingness of land transportation that connects between one destination to the next in Toba.

Transportation service planning is the main tool used to understand and predict travel demand related to the intensity and distribution of visitor activities of tourist destinations [4]. Transportation service planning focuses on local travel (along Silangit-Parapat-Silangit Airport), and aims to plan for long-term travel behavior changes. Transport services may be quite dynamic to the actual and potential influence of changes in government policy on the establishment of ground transportation provisions. This study conceptualizes, measures,

and assesses the interaction between the use of stopping points (stops) and the efficiency of the transportation system. The aim is to prepare for the development of a model of transport services and planning bodies to document and assess the influence of the use of the transport facility model as well as to establish a basis for dialogue between governments and educational institutions regarding the use of transportation models that create tourist travel efficiency [5].

Transportation modelling planning serves to map the use of several stop points along the Silangit-Parapat causeway, so that a distribution system of the type and intensity of activities is available. The redesign of ground transport service points allows for: (a) the determination of locations or areas at different levels of efficient use of stopping points and (b) the provision of proposed stops [2].

Land transportation modelling planning is limited to the connecting model on the Sumatran causeway, from the main point of Sisingamangaraja XII International Airport in Silangit to the points of Toba tourist destinations. An effective transportation model can facilitate the improvement of tourist services and increase the number of visitors to tourist attractions in Toba. Tourism, on the other hand, can encourage the economic growth of Toba Regency, if the scenario of creating transportation routes is realized and mutual value creation can be achieved. Conversely, if the number of transportation available at a stop or city and the unavailability of arrival and departure schedules clearly can lead to the loss of customers and visitors to tourist destinations.

## 2. Theoretical Background

### 2.1. Land Transportation

Land transportation modelling aims to improve transportation performance from Silangit-Parapat- Silangit. In 2022, there are only three buses that pass from Silangit-Parapat-Silangit. Modelling of transport services optimizes and supports the efficiency of transport systems [4]. Another purpose of transportation modelling is to evaluate the transportation system's performance, which has become a standard measure in the planning and determination of Lake Toba as a tourist destination. The transportation model is discussed as a complement and improvement to the standard sizes and criteria as a tourist destination. The co-design of land transportation is carried out to encourage sustainable long-term economic growth in Toba tourist destinations. Co-design consists of planning the proposed addition of public transportation facilities, scheduling, and setting stopping points in 5 destination areas along Silangit-Parapat [6].

The modelling of transportation stop service points is designed based on the points of tourist destination areas: Silangit (Airport), Pakkodian, Pasir Putih, Caldera, Taman Eden and Parapat. Estimates of the number of vehicles using public transport facilities are based on travel projections obtained from the number of airlines arriving at the airport. The concept of transport modelling includes the availability of stops, comfort, desire and safety of travel modes. The relevance

of transportation technology has an effect on the operation and maintenance of airports. Land access also impacts being developed accordingly and with the development of airports [7]. The main challenge is providing convenient ground transportation and facilitating the needs of tourists and the public, specifically those from or to the airport.

The decline in tourism travel productivity will, of course, hurt the economy and a slowdown in the development of Lake Toba tourist destinations. It is, therefore, essential to identify and implement potential solutions to increase visitors and the economy [8]. An increase in the number of transportation and the availability of shelters can impact transportation patterns and lead to overall tourism benefits, especially by providing convenience in travelling to Toba destinations [9, 10]. First, planning for fleets must be balanced with the estimated number of aircraft passengers to and from Silangit Airport. Second, both airline arrival schedules at Silangit are adjusted to the schedule of land transportation trips and the length of stops at each stop. Third, Arrange and ensure the trip size and the stop length at each stop. Fourth, ensure that all vehicles must stop only at the provided stops [11]. Finally, the combined air-ground distribution scheme is determined according to airport scheduling priorities and the estimated maximum number of passengers per day (for one week). The method of scheduling and providing transportation increases the efficiency of responding to the needs of passengers or destination visitors. The land transportation scheduling model considers the limitation of road damage caused by natural disasters on traffic flow. This restriction delays the transportation process and affects the overall scheduling result; The combined air-ground transportation scheduling model considers the priority of timeliness and certainty and the level of passenger/visitor satisfaction. The integration of air and land transportation is complicated if the model is developed without methods [12].

## 2.2. Value Co-Design

The SDL perspective, which starts from Value Co-Creation, is closely related to the concepts of co-design and co-innovation. Although these concepts refer to various forms of collaboration between the company and customers, their meaning differs from Value Co-Creation's idea. Therefore, it is essential to distinguish the construction of co-design from the concept of Value Co-Creation [13]. Furthermore, dominant marketing logic describes users as operant resource providers in interacting with products and services, creating shared value. Therefore, co-design is overshadowed by other critical units of analysis such as systems, markets, the tourism industry, products, services, relationships, and the environment [14].

Co-design is a specific example of co-creation. The co-design process is limited to collective creativity by road users and tourist destination managers together with the government and destination observers. Value co-creation represents a broader conceptualization of value creation and focuses on providing consumer services [15]. The concept of co-design emphasizes the design phase of a product so that it

can add value to consumers. The created value is based on "value-non-exchangeable". Value creation is limited to the collective creativity of stakeholders in the design stage; however, the responsibility of value creation lies primarily with consumer service providers [16].

Co-designing occurs when road and transportation users collaborate with service provider stakeholders to create new services or products that meet customer needs and desires [17]. In joint design activities, road users participate in the co-creation process through innovative design inputs that can adapt to other interests. Such a collaborative design helps road users to reconfigure value creation based on the effectiveness and efficiency of resources, thereby facilitating the value of their use. In addition, the collaborative design shows the transfer of creative work from service provider stakeholders to road users. Co-design relies heavily on the skills and knowledge of road users alongside service provider stakeholders. Service provider stakeholders are responsible for the results. It is, therefore essential to explore how stakeholders can collaborate in value creation that brings mutual benefit [18].

Co-design of public transportation services includes using public transportation services, introducing tourist destination points, punctuality, safety and security, atmosphere/comfort, cleanliness, cost and seating capacity. Co-design shows the involvement of road users, especially those who come and depart from Silangit Airport, to be allowed to stopover in tourist destinations through the provision of bus stops around tourist destinations. Co-design can function either through value facilitation or value addition.

Co-design is a collaboration between all Sumatra cross-road stakeholders to Toba destination to develop solutions for creating added value for destination services. Thus-design shows consumer well-being, emphasizing collaboration and interactions between actors (particularly airline consumers from and to Silangit). Co-design highlights the interaction between facility availability and destination managers as social exchanges, service settings and symbolic utilization [19]. Co-design allows stakeholders to exchange social, economic and knowledge resources, empathy and service experience. The active participation of stakeholders in co-design and the level of co-creation is essential to the value of co-creation. The story of co-creation, thus, represents the resources for a tourist destination value-adding activity [20].

Co-design is the primary concept of dominant logic services (SDL), which asserts that value is contextually determined by the beneficiary [13]. The design focus is not on the value embedded in the service but on how value is created in the process of shared consumption. Value added is not created until the user integrates and deploys the destination service provider resource with the infrastructure. The potential success of a service offering depends on the ability of destination managers to understand how the value is integrating and operating a creative, visitor-centric Service design and the embodiment of innovation. According to Trischler & Dietrich [21], creative and repetitive approaches

to innovation usually include the stages: 1. an exploration of the service context and the needs of transporting users, 2. Design concept relevant to the entrance of tourist destinations, 3. reflection of concepts, including prototyping and their testing; and 4. Implementation of the final design.

The visitor-centred aspect assumes that the key to the service's success is if the added value of planning and managing public transportation can support the visitors' tourist needs. Dominant logic understands user value creation as public transportation services to tourist destination services. This understanding makes user engagement through shared design the key to the service's design concept as it allows visitors to contribute unique knowledge about its uses and needs. Co-design will enable selected users to be part of the design team as a "need". Co-design is a participatory practice [22]. Co-design civilization encourages co-creation physically, mentally and emotionally. Participation can affect participants' interactions in their role as contributors. Co-design refers to the close collaboration between designers, visitors, and other stakeholders. Co-design aims to empower resources and incorporate unique experiences [23].

Co-design involving stakeholders demonstrates a human-centred and participatory design. The co-design approach stimulates users' cognition and allows non-professionals, especially locals, to engage and understand the value addition of tourist destinations through public transport planning. The co-design and participatory approach guarantee that every stakeholder has the same right to participate in the planning and design process, contributing expertise [20]. In the practice of designing the services of tourist destinations. Co-design facilitates the productive combination of service demand and user needs with technologies and processes for developing service sustainability. Co-design bridges the gap between user needs and the marketing of tourist destinations. With co-design application to service innovation, all stakeholders are involved in co-creation activities. Co-design is positioned to benefit significantly by obtaining solutions for destination marketing needs [24].

### 2.3. Tourism Destination Marketing

Marketing of tourist destinations involves all stakeholders. Destination marketing focuses on creativity in policy-making to coincide with economic development, experience and tourism, which are repackaged to promote the creative potential of destinations. In turn, tourism is considered one of the industries

that contribute to the economic development of the destination. The marketing challenges of Lake Toba tourist destinations are: adjusting visitor expectations and understanding their needs and aspirations, responding appropriately, and creating a shared experience with stakeholders [25]. C. K. Prahalad and Ramaswamy [26] suggest that depersonalization interactions between users or visitors and tourism businesses are the basis for experience creation and value creation. In line with this theoretical position, Vargo and Lusch [15] developed the SDL paradigm, a marketing approach in which consumers create their own experiences with companies (tourism service providers) and create a higher value proposition. The framework for co-creation is based on three main components: customer, supplier and interactive encounters where consumers are involved in the land transportation design process. Co-creation only occurs when there is direct interaction. Therefore, co-creation depends on tin increase consumer participation in the value creation process what will be generated. Furthermore, creating meaning or utility will encourage consumers to participate in co-creation practices actively. Co-creation of land transportation points from and to tourist destinations is an added value for the tourism industry, the process of co-creation of public transportation technology, co-creation in tourism and co-creation in the context of the sharing economy.

Co-creation of tourism destination marketing contributes to increasing sales value. The designing of land transportation is connecting destinations with Silangit passenger travel while crossing Toba, as well as adjusting content to criteria determined by the tourism market in terms of segmentation, time, level, target, place, and standard security [25].

## 3. Methodology

This study adopts a literature review approach to analyze the role of public transportation management in destination marketing research. The SLR method is seen as being able to reduce bias and provide a comprehensive understanding. Systematic reviews investigate the literature on the marketing performance of destinations. SLRs are considered more objective and trustworthy than traditional narrative reviews [27, 28]. The stages carried out in this study are surveys of stakeholders, interviews with several figures who are considered competent, and the ability to conduct FGDs to literature reviews [29]. Some of the discoveries in this research stage are stated in the following Table.

*Table 1. Stages and Findings of Research.*

Methods	Item	Findings
Survey	Silangit Airport -Parapat	1. Five tourist destinations are connected to the cross-Sumatra highway: Pakkodian, Pasir Putih, Kaldera, Taman Eden and Parapat. 2. There are two ground transportations (Buses) that serve passengers from Silangit-Parapat-Silangit. 3. Passenger Data for 2013-2021 at Silangit Airport. For too long this problem was expressed.
Interview	Land Transportation Needs Marketing toba tourist destinations	Without infrastructure, especially land transportation to tourist destinations, how can it increase the number of visitors. There must be joint action (Value co-design and co-creation).
FGD	Manager of tourist destinations, Tourism & Culture Office Toba	Silangit-Parapat transportation facilities need to be added. Insufficient information on tourist destinations.

Methods	Item	Findings
Literature Review	Regency Transportation Office, Lake Toba Authority Implementation Agency (BPODT)	There are no directions or symbols to tourist destinations, except the Garden of Eden. All agreed to create a new design, namely adding a land transportation fleet, directions in and to tourist destinations, creating stops, and making provisions for each fleet to stop at stops. Set keywords to make it easier to scope literature search.
	Land Transportation	Searches according to keywords in the field of destination marketing research were revealed. Almost half of the articles reviewed the value of consumer co-creation on the sustainability of tourist destinations, followed by the study of destination infrastructures such as transportation and accommodation occupying the second position, followed by branding, attractions and culture and tourism marketing.
	Co-Design	
	Co-creation	
	Destination Marketing Tourism	

## 4. Results

Historical figures were also obtained on the number of passengers arriving and leaving Silangit Airport, as stated in the table below.

*Table 2. History of Passengers at Silangit Airport for the Period 2003-2021.*

Year	Arrival	Increase	Percentage Increase	Departure	Increase	Percentage Increase
2013	6.264	0	0,00	6.292	0	0,00
2014	11.658	5.394	0,86	12.347	6.055	0,96
2015	8.927	-2.731	-0,23	8.785	-3.562	-0,29
2016	155.214	146.287	16,39	72.420	63.635	7,24
2017	282.586	127.372	0,82	281.354	208.934	2,89
2018	425.463	142.877	0,51	425.463	144.109	0,51
2019	425.476	13	0,00	427.896	2.433	0,01
2020	531.024	105.548	0,25	465.027	37.131	0,09
2021	750.000	218.976	0,41	727.442	262.415	0,56

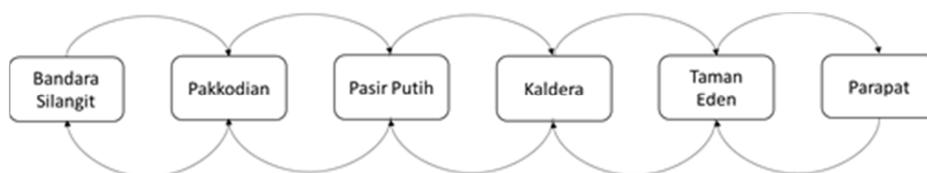
This data shows that the potential for users of the Sumatran cross-road in Toba is increasing yearly (except in 2015). After that, it was seen to decrease. Its means the potential of crossing the Toba tourist destination is wide open. Thus, to welcome this opportunity, it is necessary to have value co-creation and co-design of land transportation stopping points at the destination's entrance so that destination marketing will increase [30]. The interviews with the Department of Transportation and Toba Regency and the Implementing Agency for the Lake Toba Authority (BPODT) show the association of observers and implementers of DN tourism activities. It has a land transportation design in Toba and is a follow-up activity in the development of Lake Toba destinations.

This study highlights the design of service concept-based public transportation, such as co-design. This study is based on qualitative and implementation methods [31, 32]. The results of interviews and FGDs synchronized to obtain systematic literary search keywords. As a result, it is hoped that the co-design of land transportation modelling planning and its impact on tourism marketing performance will be obtained [33]. The keyword search process started with selecting Emerald Insight databases, SAGE Journals, ScienceDirect, SpringerLink, and Scopus because they were considered more appropriate to the research subject. Then, searches are decided based on keywords and article titles.

## 5. Discussion and Analysis

Co-design refers to the collective creativity of tourism industry players [34, 35] in Toba with a background that is considered to have minimal transportation infrastructure to tourist points in Toba. The position of Sumatra crossing is the only road connecting Silangit to Parapat. Opportunity for marketing the tourist destinations of Pakkodian, Pasir Putih, Caldera, Eden Park and Parapat Toba if it can be conditioned by designing the provision of stopping points and adding land transportation facilities for especially users. Roads that come and go to Silangit. In this case, tourism business actors are not the centre of attention in the design but play a role in facilitating users of the Sumatran road in Toba, especially airline passengers to and from Silangit, consumers or other stakeholders to identify new services collectively. Thus, adding and designing ground transportation modes facilitates collaboration on design content and managing cross-functional management [36]. This study shows that active user engagement through co-design can significantly benefit innovating tourist destinations, service design developments, and service users. Both lead to key innovation outcomes for the underlying tourism destination marketing.

The model design for adding a bus stop point from Silangir-Parapat is as follows:



*Figure 1. Design of Bus Stop Points in Tourist Destinations.*

The figure shows that Co-design stops at five tourist destinations closest to the Sumatran highway along Silangt-Parapat. There are ten transportation slots to be arranged, with 12 hours of operation starting at 6:00 AM-6:00 PM. This time range is determined based on the first flight schedule from Silangit. Thus, it is inevitable that it can serve passengers and provide opportunities to stop by at each destination. Value co-design of public transportation is the provision of supporting processes for the value of service logic. This process, together with other resources, is integrated to form a value facilitation model into a destination marketing value fulfilment model [37, 38]. While the previous model implies that destination managers provide visitors with resources for value creation in the form of tourist destination products, services, information and other resources), but not in the mapping of public transportation. The old conditions show no interaction between the logic of public transportation services and tourist destinations. Through this design, service logic creates implications where public transportation operators as service providers interact with consumers with destination service providers.

The shared value philosophy requires value creation by destination managers, the Toba Transportation Agency, public transport supervisors and visitors. It is fundamentally different from the notion of the tourism industry, which only seeks to please visitors because value co-creation involves visitors. The value of co-design involves visitors and providers in a sense. There is awareness the limitations of public transportation are a common problem and therefore need to be solved together. Problem-solving in a tourist destination environment are requirements such as visitor involvement, tourism MSMEs, passenger experience from Silangit, problem-solving and joint design. Value-added co-design is a multidimensional construction which consists of functional value and refers to the utility, performance and functionality of the mode of transportation. Other dimensions also add economic, community and altruistic value.

Co-design is applied to understand how tourism destination managers and MSMEs can adapt to the presence of Silangit Airport and identify target airline passengers as creators of added value in tourism marketing performance. Value co-design is centred on the creativity and collaboration of stakeholders [24]. The co-design process modifies the interaction and coordination of stakeholders. Co-design is centred on the dominant service relationship. Destination marketing development involves planning and designing transportation modes, route design, and determining stopping points [39]. This development achieves a holistic understanding of visitor preferences and participation. Successful innovation development is customer-centric, allowing visitors to participate in product development that aligns with their needs. Visitors become cocreators of value.

Therefore, destination managers must plan and implement innovative approaches by offering convenience to visitors. Co-design innovations must be accessible to everyone, facilitate interaction and integration of road users and visitors

in particular, and provide superior service. Co-design provides attractive tour packages because it makes travelling easier and more comfortable. Destination managers and tourism MSMEs offer an effective way for tourists to travel safely, visiting many places between their return trips. Co-design of tour packages is adjusted to the schedule of land trips to and from Silangit [40]. Co-design will produce a destination image that can increase marketing and the economic value of local communities [41].

Co-designing public transport modes creates a destination's competitive advantage and reflects its ability to provide visitors with quality travel experiences and value. In addition, it also improves the quality of life of local residents. Co-design of destination infrastructure supports travellers to engage in authentic travel experiences and co-creation of unique experiences. Co-design of tourist destinations provides practical insights for all stakeholders involved in creating shared value, particularly road users, residents, Toba district government, North Sumatra province and the development of Indonesian tourist destinations. By involving all stakeholders in conversations about design and responsibility for tourist destinations, a platform is immediately available to facilitate value creation with value co-creation [42].

The increase in destination marketing is in line with the service quality and the image accompanying it. The key concept in tourism is visitor comfort because it is understood as an indicator of success and profitability in business. The dominant service co-design characteristics of destinations are intangibility, heterogeneity and inseparability. The service delivery process creates the quality of tourism services. For example, ease of reaching a destination, welcome or friendliness, local uniqueness, politeness, efficiency, local virtue, reliability and competence of the destination. The more positive the visitor experience with the service, the better the destination marketing performance [43]. Service quality is understood as the overall evaluation of a destination's marketing performance. Service quality is shaped by a commitment to trust and satisfaction for visitors [44]. The quality of tourism mainly consists of trust, presence and satisfaction, and these three constructs are often used as dimensions of the success of a tourist destination.

## 6. Conclusion

This study explores the dominant logical theoretical contribution in rational value co-creation with co-design: First, co-design offers a solution to the concept of value co-creation. Second, co-design increases the interaction between consumers or visitors with destination managers and public transportation service providers. Third, co-design is a conceptual model of value creation that presents the value co-creation process [38, 45]. Third, the co-design concept is a transformative model that aims to improve collective welfare (stakeholders). Fourth, co-design concerns the innovation of changing the role of stakeholders,

which in turn leads to changes in the value creation of tourist destinations. Value is not determined unilaterally but is co-created between many actors in many ways. Fourth, the co-design creation is applied to several service settings, including e-mail, destination marketing, local economic development, education and tourism. Fifth, the co-design concept examines the idea of re-creating value to capture more significant opportunities for tourism destination marketing performance. Co-design is a participatory movement in developing innovations and destination marketing solutions. Co-design creates new services and stakeholder preferences. Co-design enables stakeholders, especially cross-Sumatra road users, to take a more active role in the tourism destination performance design process [35]. This approach emerges in generating innovative service solutions designed for various stakeholders. The co-design concept is in line with collaboration, partnership, and participation in sustainable tourism development [43, 46].

## 7. Recommendation

### 7.1. Managerial Implications

This study resulted in the implementation of design thinking and joint design in the same context improving the performance of Toba tourist destinations. Co-design describes coordinating activities with stakeholders, the level of sensitivity to the tourism destination ecosystem, the formation of ideas and insights, and reflections that involve analysis and synthesis of insights with stakeholders. Co-design builds change and sustainability of tourist destinations. Co-design as a form of innovation can be an effective destination development and marketing strategy. Co-design can lead to change management in introducing new products and unique services, ideas, processes and systems offering value to stakeholders simultaneously. Co-design as a marketing strategy must be managed through planning and design by the needs of the transportation mode and passengers of the Silangit airline. Lake Toba improves the ability of local companies to integrate regional resources and competencies using customer-friendly attributes and generally leads to positive destination outcomes [40]. The co-design of transportation modes as a marketing approach contributes to a structured understanding of where various tour packages can be positioned on the way to and from Silangit. In the face of competition for tourist destinations, dominant logic helps destination managers to provide destination offerings more effectively and efficiently, especially when creating destination awareness, using special attractions to attract visitors and increasing travel comfort. The visitor's perception must shape the destination offers. Managers should also examine the relationship between destination attributes and the destination of airline passengers travelling to and from Silangit.

### 7.2. Future Directions

The next stage of research needs to be continued by

measuring the estimated time required for each bus or land transportation so that it can achieve maximum benefits for both airline supervisors and destination managers. Thus the research will be more specific in answering the technical problems of transportation operations, including measuring the speed and number of passengers who stop at each destination point. In addition, considering that the Silangit-Parapat journey has sharp bends in several locations of the Sumatran highway, it is necessary to measure the provision of stopover and travel times at several tourist destination points that may have differences.

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