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Marketing Strategy on Community Based Tourism in Special Region of Yogyakarta

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Abstract

This research aims to analyze marketing strategy of tourism in Yogyakarta using SWOT analysis. This research is using Community Based Tourism (CBT) approach. CBT is the empowerment of local community where they are involved in the planning, managing, and decision making for the development. The urgency of this research is the demand from Indonesian government for tourism development in Special Region of Yogyakarta in order to make Yogyakarta as a leading tourism destination in Southeast Asia. This research is conducted in Yogyakarta that has four districts and one city. The data used in this research is primary and secondary data. The respondents are foreign and domestic tourists and stakeholders officials. The number of respondents is 300 people. The data is collected by convenience sampling. The secondary data analysis shows that foreign and domestic tourists who come to Special Region of Yogyakarta is relatively increasing in the last three years. Tourism destination in Special Region of Yogyakarta which based on community is also increasing and always innovating. The primary data analysis shows that tourism destination quality, satisfaction, and image according to the visitor perception is good, but the visitor loyalty shows a bad result. Most of the tourists visit Special Region of Yogyakarta just once and it is just a transit destination. The strategy that is necessary to increase the visit in tourism destination for tourists can be done through promotion of cultural destination that is quite attractive for the tourists. An integrated promotion for CBT needs to be more improved.

Keywords: community based tourism; tourists; strategy; SWOT.

JEL Classification: Z32; Z33.

Introduction

Tourism has significant potential for rural areas. In particular, tourism can help to reduce socio-economic imbalances and to improve the quality of life of people in rural areas. Traditional culture, historical sites and territorial conservation are appropriate for promoting rural tourism (Carrà and Peri 2006). Ryan (1999) states that the travel experience is different from other service experiences. The difference is related to the level of tourist involvement and service encounter. The tourist experience has the following characteristics: (1) Tourists have strong emotional involvement in tourism experience. (2). Tourists have strong motivation to gain satisfactory tourist experience, (3) There is significant long-term interaction between tourists, places, and people (including service providers, residents and other travelers) in every tourist destination. Tourism through the empowerment of rural communities will give the community members the power to improve the quality of the environment. The concept of community-based tourism emphasizes the increased participation of local people. Locals as hosts as well as executors / subjects in tourism development. They will also benefit from development. Thus, the existence of a tourist village can ensure the sustainability of the environment and culture that is managed and owned for the benefit of the people (Goodwin and Santilli 2009; Biondo and Bonaventura 2014; Muafi 2017).

Community Based-Tourism is a tourism managed and owned by community, for community with the purpose for tourists to be able to increase their awareness, learn about the life of local community, and improve the economy of local community. Tourism sector has an important role to reduce poverty. This is the philosophy of tourism growth and poverty reduction (Michael 2007). CBT is based on the active participation of local community so that their creativity to create event is really needed. CBT creates good relationship between visitors and community. According to Nyaupane *et al.* (2006), the main limitations that need to be faced by local community while doing tourism project are written as follows: (1) the lack of financial resource, infrastructure, and knowledge; (2) limitation of cultural kinds; and (3) potential conflict with public administration. Kibicho (2008) stated that CBT implementation requires the inclusion of stakeholders, individual and collective meetings, goal setting, and analysis of the implemented decision. CBT provides benefit toward socio economic improvement and sustainable life style diversification (Manyara and Jones 2007; Rastegar 2010).

According to Briedenhann and Wickens (2004), research about CBT is still need to be done because tourists usually perceived tourism destination based on evaluation toward the attitudes of local community (including the environment, infrastructure, and event), participation model of local community, and tourism planning which will impact to the local community. But, CBT needs to be planned carefully, because the foreign tourists that come in large amount and continuously will affect to the life style and culture of local community. On the other hand, this could bring out a trade off with income that is accepted by community. Dyer *et al.* 2003; Sugandini 2003; Muafi *et al.* 2018, stated that tourism can change (or destroy) local culture if it is only become a tourism object and the purpose is just for rapid regional development. Some negative aspects in tourism product are the potential link between a high number of tourists, sex and high use of alcohol, loss of cultural identity, and degradation of natural resources (Teye *et al.* 2002). Dogan, (1989); Sugandini *et al.* (2018a, 2018b) suggested five alternatives to reduce this risk by creating high resistance, maintaining cultural limits, retreat, revitalization, and adoption.

CBT is still relevant in tourism study, because: First, according to Pearce (1994) local issues still have direct influence toward tourist experience. Tourism environment must be created in harmony with the social climate, where the community can get benefit from tourism and not become a victim (Wahab and Pigram 1997, Sugandini *et al.* 2017a). Second, the image of tourism arises from the assets of local community, natural environment, infrastructure, facilities, special events, or festivals (Murphy 1985). Third, community involvement serves as a driving force while encouraging greater tourism revenues (Felstead 2000). Fourth, CBT development plan must be linked to the socioeconomic development of the community.

A developing CBT in Yogyakarta is found in Gunung Kidul, Kulon Progo and Sleman. In Kulon Progo there are some tourism objects such as Nglingsgo, Tritis, Kalibiru, Kedung Pedhut, and some tourism village in the area of Menoreh Mountain. Tourism visit to Gunung Kidul mostly located on beach tourism destination in the area of Pok Tunggal, Indrayanti, and surrounding beaches. And also new tourism destination that is still on pilot stage like Ancient Volcanoes of Nglanggeran, Pindul Cave, Sri Gethuk Waterfall, and Kali Suci. Sleman has some new tourism destination such as Merapi Lava Tour and tourism village in Turgo and Botokan. Tourism visit in Yogyakarta is mostly in History/Culture tourism destination such as Kraton, Taman Sari, and Benteng Vredeburg. Tourism visit in Bantul is still dominated with the visit to Parangtritis Beach and some tourism village. New tourism destinations that have a large number of visits are Pinus forest and Mangunan.

This research aims to analyze tourism marketing strategy in Yogyakarta using SWOT analysis. SWOT analysis seeks to provide an overview of strength, weaknesses, opportunities, and threats (Lynch 2012). SWOT

analysis which conducted in this research is by doing strategic planning and evaluate the previous strategy that have been done before, so that it can produce an analysis about the right tourism strategy. The data analysis is conducted through quantitative and qualitative descriptive study. The purpose of qualitative descriptive analysis is to make a description about the condition of tourism destination accurately and the relationship between the phenomena that is being researched. It performed using quantitative analysis, including the analysis of service quality, tourism destination service, satisfaction and, and the destination loyalty of community based tourism.

1. Literature Review

Community Based Tourism (CBT)

CBT is a tourism that consider about the environment, social, and cultural sustainability. It managed and owned by community, for community, with purpose to make visitors to increase their awareness and learn about the community and their way of life. CBT is not only a tourism business that aims to maximize benefit for the investor. CBT comes from community development strategy by using tourism as a tool to strengthen the organization ability of villagers who manage tourism resource with local community participation. But, CBT is far from a perfect solution and it packed for community problems. In fact, if CBT is applied haphazardly, it can cause problems and bring disaster (Latkova and Vogt 2011). CBT can be identified as a community development strategy through self-reliance, empowerment, sustainability, and conservation, and cultural development to improve livelihoods in the community (Sugandini 2003; Diharto *et al.* 2018).

CBT has been promoted as development strategy in many countries for a long time, especially in rural areas where traditional agricultural industries lose their ground. CBT is a sustainable type of tourism that promotes a pro-poor strategy within the community. The CBT initiative aims to involve local community in managing small tourism project as an effort to reduce poverty and provide alternative income resource for the community. This initiative also encourages respect for local traditions, culture, and natural environment (Calanog *et al.* 2012). The most accepted CBT definition is "high level of control and significant proportion of benefits must be in hands of local community members (Catibog-Sinha 2012). The approach of tourism planning in the community is done through a process of dialogue between tourists as guest and community as host, which is tourism development sees local community as a dynamic developing resource to act as a subject rather than an object. Sugandini *et al.* (2017a), stated that community that can satisfy the tourists have an impact on the willingness of tourists to visit tourism destination, and improve word of mouth communication (Sugandini *et al.* 2017b; Haryono *et al.* 2017).

The keys of CBT have been adopted in Indonesia as mentioned in Sustainable Tourism Charter that sustainable tourism development is a development that can be supported ecologically, economically feasible, ethically fair, and have social justice to community. This means that sustainable development is integrated and organized effort to develop life quality by managing sustainable provision, development, utilization, and resource maintenance. This can only be accomplished by a good governance system that involves active and balance participation between government, private sector, and the community. Thus, sustainable development is not only related to environmental issues (Sugandini 2013; Muafi 2017), but also democratics, human rights, and other issues that have greater scope (Government Regulation Number 50 in 2011).

SWOT Analysis

The SWOT matrix describes how external opportunities and threats that are faced in certain situation can be balanced with internal strength and weakness, so as a result there will be four possible strategic choices (Wheelen and Hunger 2004). Strength or weakness and the analysis of external opportunities or threats (SWOT) are an analysis toward strength and weakness in the internal organization, and opportunities and threats in the external organization (Lynch 2012). SWOT analysis is a strategic planning tool and it can be traced back in 1969 by Learned *et al.* (1969), and today, this technic is one of the most recognized and well established strategic formulation techniques (Glaister and Falshaw 1999; Panagiotou 2003). The use of SWOT analysis provides a platform to recognize preferred future position, identify problems, and it is approved by many researchers (Porter 2007; Bullington 2005; David 2009). SWOT analysis is also practiced by industry experts in planning growth, expansion, market research, scanning, and environment analysis strategically to get a clear picture about how their strength can be strengthened by utilizing opportunities and how weakness can slow the development and magnifying threats. SWOT analysis is a strategic method planning used for evaluates strength, weakness, opportunities, and threat in a project/task. This process involves a specific goal determination from business or project speculation by identifying internal and external factor which either support or not support in achieving goals. The tool used to map

these factors is the SWOT matrix which can clearly illustrate how external opportunities and threats can be suited to the strengths and weaknesses that they have.

2. Research Method

This research combines between literature study and respondent survey (Sugandini *et al.* 2017b, Sugandini 2013, Sugandini *et al.* 2018a). The literature study is conducted using data from the previous research that can be a reference for the preparation of the tourism marketing strategy in Special region of Yogyakarta. The tourist survey is conducted directly in field to see the actual condition and collect opinions related to marketing strategies using questionnaire. Respondents used in this research are 300 people. The respondent survey is also conducted through e-survey. The method used for data analysis includes: qualitative descriptive analysis, quantitative data analysis, and SWOT analysis. Generally, the purpose of qualitative descriptive analysis is to create description, or idea systematically, factual, and accurately about facts, characters, and relationship between phenomena that is being researched. Quantitative analysis includes service quality, tourism destination image, satisfaction, and loyalty. For example, in questionnaire analysis, there is visit frequency analysis, percentage of visits between tourism destination, and others. SWOT analysis is a strategic planning method used to evaluate strength, weakness, opportunity, and threat of a project/task.

3. Results

Profile of Respondent

This is the respondents' characteristics of domestic tourists based on demographics, regional origin, tourist destination, motivation. The source of travel information and the desired type of tourism are shown in Table 1.

Table 1. Respondents Characteristic of Domestic Tourists

Description of respondents	Criteria	Percentage
Demographic		
Gender	Male	52
	Female	48
Age	17 – 20 years old	51
	21 – 24 years old	21
	25 – 28 years old	8
	29 – 32 years old	3
	33 – 36 years old	3
	37 – 40 years old	1
	41 – 44 years old	0
	45 – 48 years old	13
Education	Junior High school	10
	Senior High School	34
	Diploma and Bachelor	56
Job	Government Employees	20
	Entrepreneur	7
	Student	43
	Private Employees	30
Type of tourism	Special interest (mountain, forest)	37
	Cultural/History/Religion, Museum	23
	Marine/beach tourism Shopping	23
	travel (modern, traditional)	7
	Business travel, MICE	10
Motivation	Ease of access	29
	Supportive facilities	22
	Popularity	11
	Affordable price	16
	New tour	9
	Interesting information	7
	Special events	4
Others	2	
Tourist destination	Family visit	46

Description of respondents	Criteria	Percentage
	Holiday	26
	MICE	11
	Education	17
Source of travel information	Friend/Family	40
	Brochures	9
	Internet	15
	Social media	21
	Travel agent	20
Regional Origin	Central Java and East Java	52
	West Java and Jakarta	43
	Other cities	5
Motivation	Ease of access	29
	Supportive facilities	22
	Popularity	11
	Affordable price	16

Special Region of Yogyakarta is one of the travel destination desired by domestic tourists. The composition of market segment of domestic tourists is mostly dominated by the area that is geographically close to Yogyakarta such as Central Java, East Java, West Java, and Jakarta. According to the survey data 500 respondents, the largest percentage about 53% come from Central Java and East Java Province, followed by West Java and Jakarta 43%, and other cities 5%. The main motivation to visit Daerah Istimewa Yogyakarta is to family visit (46,00%), so the most selected time is during long weekend and Idul Fitri holiday with the travel arranged independently using private time as the main transportation on their way to Yogyakarta.

Table 2 shows that the trend of foreign tourists visit to special region of Yogyakarta is very good, with a progressive growth in recent years. The length of stay tends to increase, from the average of less than 2 days, in 2016 it increases to an average of 2 days. From the side of the main market source, the growth fluctuation of the visit did not shift the Top 10 Market position. It is just that since 2014, the market share of China as an emerging market began to enter as Top 10 Market, shifting Thailand and South Korea position. The market share of Europe is increasingly dominant and it become the main share of foreign tourists.

Table 2. Respondents Characteristic of Foreign Tourists

Origin of Tourist	Average Age (years)	Average Length of Stay (day)	Education	Source of Information	Tourist destination
Holland	Travel Agent (32%) Friends/Family (48%) Internet (20%)	3 – 4	Student/ College Student	18 – 25 (20%) 41 - 60 (23%) 26 - 40 (47%)	Holiday (95%) Business (5%) Prambanan Temple, Taman Sari, Malioboro, Sultan Palace
Malaysia	Travel Agent (38%) Friends/Family (42%) Internet (20%)	1 – 2	Student/ College Student	18 – 25 (20%) 25 - 40 (32%) 41 - 60 (48%)	Holiday (68%) Business (32%) Prambanan Temple, Malioboro, Sultan Palace
Japan	Travel Agent (45%) Friends/Family (33%) Internet (22%)	0 – 1	Student/ College Student	18 – 25 (20%) 26 - 40 (50%) 41 - 60 (50%)	Holiday (75%); Business (25%), Prambanan Temple, Sultan Palace, Ratu Boko, Kaliadem
United States	Friends/Family (62%) Internet (19%) Magazine (21%)	1 – 3	Student/ College Student	18 – 25 (20%) 26 - 40 (45%) 41 - 60 (55%)	Holiday (84%) Business (16%) Prambanan Temple, Sultan Palace, Tourism village
Singapore	Friends/Family (54%) Internet (35%) Brochure (11%)	1 – 2	Student/ College Student	18 – 25 (20%) 26 - 40 (54%) 41 - 60 (46%)	Holiday (67%) Business (33%) Prambanan Temple, Sultan Palace, Jogja City Tour

Origin of Tourist	Average Age (years)	Average Length of Stay (day)	Education	Source of Information	Tourist destination
France	Friends/Family (33%) Brochure (27%) Magazine (40%)	3 – 4	Student/ College Student	18 – 25 (20%) 26 - 40 (40%) 41 - 60 (40%)	Holiday (61%) Business (39%) Prambanan Temple, Sultan Palace, Tourism Village
Germany	Friends/Family (39%) Travel Agent (24%) Brochure (12%) Magazine (25%)	2 – 3	Student/ College Student	18 – 25(20%) 26 - 40 (50%) 41 – 60 (20%)	Holiday (82%) Business (18%) Prambanan Temple, Sultan Palace, Culinary, Merapi Lava Tour.
Australia	Friends/Family (34%) Internet (25%) Brochure (18%) Magazine (23%)	2 – 3	Student/ College Student	18 – 25 (18%) 26 - 40 (40%) 41 - 60 (28%)	Holiday (71%) Business (29%) Prambanan Temple, Sultan Palace, Ratu Boko, Merapi Lava Tour, and Village
China	Friends/Family (45%) Travel Agent (35%) Internet (10%) Brochure (10%)	1 – 2	Student/ College Student	18 – 25 (36%) 26 - 40 (48%) 41 - 60 (16%)	Holiday (77%) Business (23%) Prambanan Temple, Sultan Palace, Jogja city tour
South Korea	Friends/Family (42%) Travel Agent (45%) Magazine (13%)	1 – 2	Student/ College Student	18 – 25 (33%) 26 - 40 (32%) 41 - 60 (35%)	Holiday (67%) Business (33%) Prambanan Temple, Sultan Palace, Jogja city tour

Quantitative Descriptive Analysis Result

Special region of Yogyakarta is located in the south-central part of Java Island. It is geographically located at 7 33'-8 12' South Latitude and 110 00'-110 50' East Longitude, with an area of 3.185,80 km². Administratively, Yogyakarta consists of 1 city and 4 districts, 78 sub-districts, and 438 villages (Statistic of Special Region of Yogyakarta Tourism, 2016). According to statistic data of Special Region of Yogyakarta tourism, the number of stars hotel in Special Region of Yogyakarta in 2016 that certified is as many as 54 hotels with 5460 hotel rooms which consist of: 7 hotels (5 Star) with 1533 rooms, 14 hotels (4 Star) with 3801 rooms, 17 hotels (3 Star) with 1631 rooms, 5 hotels (2 Star) with 232 rooms, and 9 hotels (1 Star) with 397 rooms. The number of foreign tourists in Star Hotels in 2016 is as many as 314.827 people, which means there is an increase of 35.72% compared to the year 2015 when there are 231.971 people. While the number of domestic tourists in the Star Hotels in 2016 is 2.094.015 people, which means there is an increase of 32.26% compared to the year 2015 when there are 1.583.296 people. The occupancy rate average of star hotel room in 2016 is 66.67% which increase from 2015 which is 63,72%. The average length of stay of foreign tourist in star hotel in 2016 is 2.08 days that increase for about 0,07 days compared to 2015 which is 2,01 days. The average length of stay of domestic tourist in star hotel in 2016 is 1.93 days that increase for about 0,27 days compared to 2015 which is 1,66 days.

The number of tourism object in Special Region of Yogyakarta in 2016 which includes natural tourism object, cultural tourism object, artificial tourism object, and tourism village is as much as 127 tourism objects. There are 511.545 foreign tourists and 20.933.798 domestic tourists that come to those tourism objects, bringing the total reached 21.445.343 people (Statistic of Special Region of Yogyakarta Tourism, 2016). Tourists who visit Special Region of Yogyakarta for the last three years that recorded in the statistic of Special Region of Yogyakarta tourists in 2017 are as follows: The first is Holland tourists with 45.043 people, which increase 35,64% compared to the year 2015 with 33.208 tourists. The second is Malaysia with 35.776 tourists, which increase 26.10% compared to the year 2015 with 25.280 tourists. The third is Japan with 25.548 tourists, which decrease for 14.32% compared to 2014 with 29.567 tourists. The fourth comes from the United States with 22.935 tourists, which increase 34,06% compared to the year 2015 with 16.401 tourists. The fifth is from Singapore with 21.142 tourists, which increase 14.34% than in 2015 with 18.490 tourists. The sixth is France with 19.438 tourists, which increase 1.52% compared to the year 2015 with 19.186 tourists. The seventh comes from Germany with 16.760 tourists, which increase 16.31% compared to 2015 with 13.744 tourists. The eight is Australia with 16.642 tourists, which increase 0.65%

compared to the year 2015 with 16.552 tourists. The ninth rank is from China with 14.698 tourists, which increase for 75.84% compared to 2015 with 7.702 tourists. The ninth rank is from South Korea with 10.367 tourists that increase 14.83% compared to the year 2015 with 9.225 tourists (The Statistics of Special Region of Yogyakarta Tourism, 2016).

Table 3. SWOT Analysis of Domestic Tourists

Criteria	STRENGTH	WEAKNESS
	<ol style="list-style-type: none"> 1. The development of some new tourism destination in Special Region of Yogyakarta and Yogyakarta appeal as cultural destination 2. Ease of access to Yogyakarta from many areas/region 3. Plan of new airport opening and increase of passenger's load factor 	<ol style="list-style-type: none"> 1. Lack of CBT management in some tourism destination 2. Lack of maintenance and human resource that are not ready in the management 3. Information and promotion that has not reach all tourists destination. 4. Potential environment damage due to the absence of good visitor management
OPPORTUNITIES	SO	WO
<ol style="list-style-type: none"> 1. Tourism has become part of lifestyle 2. Advances in technology and information 3. Ease of access with different transportation 4. Tourism sector is developing and increasingly in demand 	<ol style="list-style-type: none"> 1. Provide supporting facilities to strengthen self-esteem for the improvement of domestic tourist's life style in each destination (S₁O₁) 2. Utilizing online media for the promotion of destinations (S₁O₁, S₂O₂) 3. Promotion to domestic tourist's pockets aggressively (S₃O₃) 	<ol style="list-style-type: none"> 1. Holding a community service program for higher education for managerial assistance (W₁O₁) 2. Training and socialization of managers of IT (W₂O₂) 3. Socialization and assistance for managers and domestic tourists about conservation behavior (W₃O₃)
THREAT	ST	WT
<ol style="list-style-type: none"> 1. Load of carrying capacity on the destination is not sufficient 2. Characteristics and preferences of domestic tourists are more dominant in mass tourism. 3. The need for the provision of domestic travel service (public transport, mass rapid transport) that does not have the potential to traffic and support the convenience of travel. 	<ol style="list-style-type: none"> 1. Destination redirection and differentiation (S₁O₁, S₁O₂) 2. Adding and improving mass transportation (S₂O₂) 3. Opening of new routes to tourism destination (S₁O₁, S₂O₂, S₃O₃) 	<ol style="list-style-type: none"> 1. Preparing newly grown destinations to become the main destination (S₁O₁, S₂O₂). 2. Utilization of environmental community to hold events in Special Region of Yogyakarta and provide socialization to the community about conservation behavior (S₃O₃)

Domestic tourists who visit Special Region of Yogyakarta come from some big cities in Indonesia. The largest number is from Central Java which is geographically close to special region of Yogyakarta. The largest contributor provinces to domestic tourists are: Central Java, West Java, East Java, and Jakarta. Some regions outside those provinces have insignificant amount, except for some areas with direct flights to Jogjakarta, i.e. Makassar, Medan, Balikpapan (The Statistics of Special Region of Yogyakarta Tourism, 2016).

Service Quality toward CBT

The average respondent's answer to the service quality in each tourist destination is good (score 3,8 with the scale of 1-5). It shows that most of the respondents considered that the service provided is good. The service quality of this tourism destination includes an attractive physical appearance and the service provided is reliable or in accordance with the promotion. The service is also fast and able to make the tourists feel safe. The community as a service provider also should give a good attention to the tourists.

Destination Image toward CBT

The average respondent's answer toward destination image shows the score of 4 (scale of 1-5). This shows that the respondent image toward physical facilities of tourism destination and accommodation is relatively good.

Cultural characteristics of villagers and their readiness to receive tourists still show an average result. This means that the community in the tourism destination areas have not been able to provide a relatively good services to tourists who come to their region.

Table 4. SWOT Analysis of Foreign Tourists

Criteria	STRENGTH	WEAKNESS
	<ol style="list-style-type: none"> 1. Visits of foreign tourists to Special Region of Yogyakarta is increased in the last 5 years. 2. The diversity of tourism attraction and some new tourism destination. 3. New airport operational plan in 2019 with capacity of 15 million passengers. 4. The spirit of Joglosemar tourism development. 	<ol style="list-style-type: none"> 1. Special Region of Yogyakarta has not become the main destination of foreign tourists. 2. The tour packages that made by the community is not yet optimal 3. Dependence of Bali, Jakarta, and other Entrance (Including Singapore, Malaysia, and Thailand) 4. Only European traveler that has a longer length of stay average than others. Special Region of Yogyakarta is more of a transit place or just a one day trip.
OPPORTUNITIES	SO	WO
<ol style="list-style-type: none"> 1. International tourist visits in 2016 have reached 1.2 billion, and it is expected to reach 1.4 billion in 2012, even more than 1.8 in 2030 2. Asia Pacific becomes a fairly dynamic region 3. Southeast Asia is visited by international tourists with the major segment is the intra-ASEAN movement and the increase of foreign tourists visit to Indonesia. 4. President Regulation Number 69 of 2015 about Free Visa Visit. There are 169 countries that have government-free visa facilities at 29 airports, 88 seaports, and 7 land borders. 	<ol style="list-style-type: none"> 1. Aggressive promotion to various major market countries (Europe, ASEAN, and Japan) by utilizing various promotional media (online and offline). (S₁O₁, S₁O₂) 2. Conduct a promotional cooperation (Marketing Cooperation) with ASEAN countries. (S₁S₂, S₃O₃). 3. Promotion cooperation in the form of organizing events (S₃O₃, O₃O₄). 4. Provide/create packages related to culture and living culture. (S₁O₁, S₂O₂, S₃O₃, S₁O₄) 	<ol style="list-style-type: none"> 1. Using Bali and Jakarta as the entrance to Special Region of Yogyakarta (W₁O₁) 2. Develop new tour packages route by riding on conventional package that includes primary tourism destination (Borobudur, Kraton, Prambanan) (W₂O₂) 3. Provision of attraction diversity in the form of cultural events/festival of interest, especially by European segment (W₃O₃)
THREAT	ST	WT
<ol style="list-style-type: none"> 1. Liberalization of air transport (ASEAN Open Sky 2015) and development of a number of new airports in Indonesia. 2. Competition at destination level (ASEN), AEC, and globalization. 3. Challenges of inclusive and sustainable tourism development (UN declaration of 2017 as International Year of Sustainable Development). 4. Social inclusive, poverty reduction, cultural values, diversity and heritage, resource efficiency 	<ol style="list-style-type: none"> 1. Development of direct flight routes (Singapore, Malaysia, Thailand) also to Europe, Japan, China, and Korea (S₁T₁) 2. Student Exchange with ASEAN countries (for AEC) (S₂T₂) 3. Development of tourism villages as a form of inclusive tourism format favored by European tourists in particular (S₃T₃) 	<ol style="list-style-type: none"> 1. Involved in various promotional events in countries that are the entrance of tourists going to Special Region of Yogyakarta (W₁T₁, W₂T₂) 2. Establish promotional cooperation with tourism businessman in ASEAN (W₃T₃, W₄T₄)

Satisfaction toward CBT

Generally, consumer satisfaction toward CBT in Special Region of Yogyakarta shows that they are satisfied. Domestic or foreign tourists are relatively satisfied when visit community based tourism. Based on the conducted survey, all tourists feel satisfied toward CBT since it is good enough in fulfilling their expectation. Tourists

satisfaction can also be seen from the accommodation provided by the destination. The tourists feel satisfied with the friendliness of the community in receiving tourist arrivals. Overall, the tourists are satisfied to visit community-based tourism in special region of Yogyakarta.

Tourists Loyalty toward CBT

Most of the domestic tourists who visit Special Region of Yogyakarta have been revisiting with the frequency more than 5 times. The frequency percentages are as follows; > 5 times is 45%, 5 times is 42%, and less than five times is 13%. This shows that Special Region of Yogyakarta has an appeal that is interesting for local tourists so that they tend to make a trip back to special region of Yogyakarta. Some of the survey result data of local tourists shows that: Special Region of Yogyakarta is not the main destination of the trip. European tourists have longer length of stay than others. Special Region of Yogyakarta is more a place of transit or just one day trip. Domestic tourists' loyalty to return to visit Special Region of Yogyakarta is relatively low and Special Region of Yogyakarta has not become a single destination.

SWOT toward CBT Analysis in Special Region of Yogyakarta

SWOT analysis results for domestic and foreign tourists in this study are described in table 3 and table 4. SWOT analysis for Special Region of Yogyakarta tourism indicates that there are different strategies applied for domestic tourists and foreign tourists. Domestic tourists who like mass tourism are more strategic if different tourist destinations are created, to break up visits that accumulate in one location. While foreign tourists who mostly like more private tours will be facilitated with quality improvement in each destination, includes facilities and hospitality.

3. Discussion

This research seeks to provide direction for the development of community-based tourism strategies based on SWOT analysis. Based on the SWOT analysis and conducted survey result, Special Region of Yogyakarta has a position as the main tourism destination (single destination) for domestic tourists. In other words, Special Region of Yogyakarta become the destination that is destined by domestic tourists without being compared to other destination. Natural and cultural tourism products are the kind of attraction favored by domestic tourists. In accordance with the strategy framework to direct the domestic tourism marketing toward CBT, themes such as special interest tours based on nature or culture can be alternative strategies to be developed. The assumption is interest of visit will not be concentrated in certain locations, but it can be controlled and distributed to various areas of the regency in Special Region of Yogyakarta such as: Jogjakarta Traditional Shopping Paradise, Jogjakarta Nature and Special Interest (Tourism Villages and other special interest tours), Jogjakarta Eco-tour, Jogjakarta Sport and Adventure Tourism.

The SWOT analysis gives a picture about the strengths, weaknesses, opportunities, and threats of tourism industry in special region of Yogyakarta. As the analysis result which has been mentioned above, from the tourists preferences that visit Special Region of Yogyakarta and opinions related to motivation to visit special region of Yogyakarta, it can be seen that: Special Region of Yogyakarta is still "Beyond Bali" or it can be said that Special Region of Yogyakarta is still become Secondary Destination or Transit Destination (transit from Jakarta/Singapore/Malaysia to Bali) or from Bali to other destination because Special Region of Yogyakarta is identical with cultural and nature tourism, then the branding is with the main icon of Prambanan Temple and Kraton. In addition, there are some cultural destinations that attracted foreign tourist such as Ratu Boko, museums, fortress, Ramayana ballet, and temples. Branding with a living culture theme such as batik, making clay crafts, puppet show, leathers, and others that associated with culture is also needs to be done.

Efforts to promote the tourism can be done through placement of advertisements on websites, media space, TV, and print media, held festivals abroad, and held a farm trip by bringing a group of foreign tourists in accordance with the offered tour packages. The strategy of foreign tourism marketing is through advertising in print media (newspapers and magazines), in foreign events, blocking sale on television, the making of promotional materials, and promotion cooperation with tourism industry actors. Selling is done by facilitating the sale of tour packages made by industry through Tradeshows and Sales Mission. Social media also can be used to promote Indonesian tourism products such as using Instagram, Facebook, Twitter, Blog, and travel application.

4. Limitation and Future Research Directions

This study analyzes only marketing strategies using SWOT and does not link other variables that can affect marketing strategy. The results of this study only explain the level of customer satisfaction, destination image,

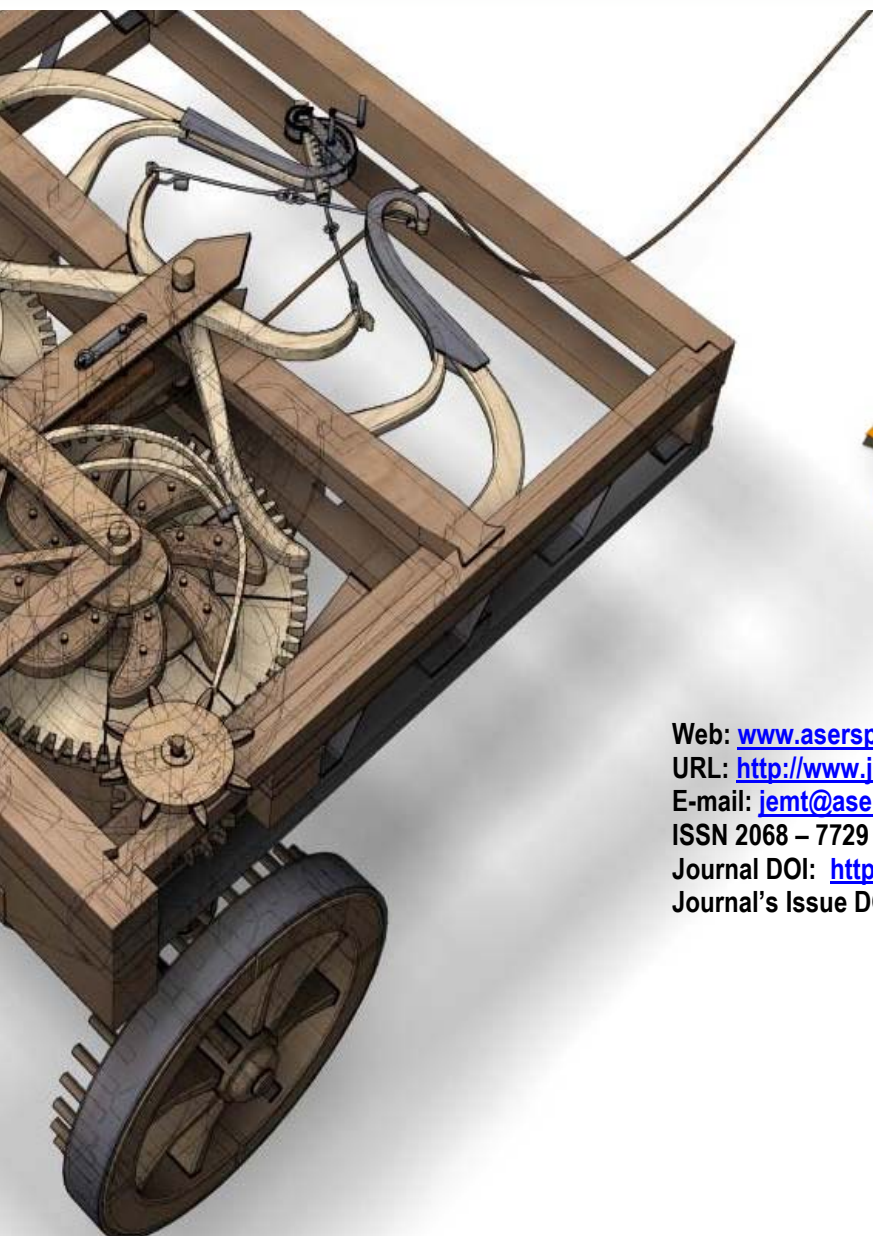
destination quality and loyalty of tourists on community-based tourism in special areas of Yogyakarta. So, for the next research should influence the variable image, quality, satisfaction, loyalty can be associated with the development of tourism strategy. Factors of trust, reputation and adequacy of information related to tourist destinations should also be analyzed to determine community-based tourism strategies.

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