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Tourism Sustainability Strategy during New Normal Period for "Balkondes" in Borobudur Area

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Abstract:

The COVID-19 pandemic has had impacts on the tourism sector, including tourism destinations called Balkondes in the Borobudur area. During the normal period, Balkondes needs a strategy to become sustainable. Based on these, Balkondes needs to identify the internal and external factors and formulate the tourism sustainability strategy. The approaches used are Strengths-Weaknesses-Opportunities-Threats (SWOT) and Internal-External (IE) Matrix. The data used in this research is primary data. The respondents are the managers of Balkondes and the tourists. The number of respondents is 200 people. The data is collected by purposive sampling method. The results of this study provide managerial implications for Balkondes managers to implement strategies for optimizing tourist attractions and tourist facilities, increasing support from the government, implementing clean, health, safety, environment (CHSE). This study extends the literature related to the development of tourism strategies to recover the tourism destination during the new normal period.

Keywords: tourism; SWOT; strategy.

JEL Classification: Z32, Z33.

Introduction

Nowadays, the development of the tourism industry is directed at increasing the economic participation of local communities. The government tries to improve the local arts industry of the community and develop the local wisdom of an area as something that has added value (Kewuel *et al.* 2020; Phoochinda 2019). In addition, one of the Government's policies, in order to increase tourism activities, is to increase the readiness of tourism destinations (Kemenparekraf 2020). It is become the basis for tourism development, especially in Magelang Regency, Indonesia. Moreover, Borobudur Temple becomes a world-class tourism destination. Borobudur and the

surrounding area have tourism potential to be developed and are expected to have a positive influence on economic growth, socio-culture, and the environment. Based on these, the government presents a village conservation program to support the sustainability of tourism destinations that can encourage the economy and the welfare of local communities. In the Borobudur area, there are 20 villages that have established Village Economic Centers (Balai Ekonomi Desa or Balkondes). Balkondes is a village cooperation project with State-Owned Enterprises (BUMN).

The existence of Balkondes in the Borobudur area is expected to provide benefits for the surrounding community. However, during the COVID-19 pandemic, the number of tourist arrivals decreased due to restrictions on tourist mobility. In fact, tourism is a sector that gives a positive contribution such as increasing regional income, increasing the number of employment and business opportunities, reduce the number of unemployed, improve local infrastructure, and also improve community welfare (Novitaningtyas *et al.* 2021; Sugandini *et al.* 2018). Even though the government has implemented a new normal era in order to keep tourism activities running, the number of tourists or visitors is still not as much as usual days before the pandemic. Therefore, it is an important study for researchers to see how Balkondes as a tourism destination should survive during the new normal period, and its sustainability can be maintained. In order to survive as a tourism destination, Balkondes needs some strategies to improve their tourism products and services.

1. Research Background

Rural tourism is one of the tourism destinations that offers tourist attractions such as rural scenery, local wisdom, local culture, provides accommodation such as homestay, and has other supporting facilities (Triyanto *et al.* 2018). Rural-based tourism has unique natural and cultural characteristics and has the potential to become a tourist attraction for foreign tourists (Susyanti 2013; Triyanto *et al.* 2018). Tourists not only enjoy the attractions offered, but also get to know, learn, and appreciate the characteristics of the local community. Types of tourists who are a potential market for rural tourism are foreign tourists, students, and tourists who have the motivation to learn the culture of the local community. This type of tourist tends to have an awareness of protecting the rural environment, respects the culture of the local community, and is willing to interact with the local community (Giampiccoli and Saayman 2018).

Rural tourism is divided into 3 categories, the first is growing tourist villages, the second is developing tourist villages, and the third is independent tourist villages (Dinas Kebudayaan & Pariwisata, Ludens Tourism Space and STARS, 2016). The determining indicator consists of 8 components, 1) potential and attractions, (2) managerial capacity of managers, (3) community roles, (4) amenities, (5) marketing, (6) accessibility, (7) tourist visits, and (8) asset ownership. Meanwhile, according to Hamzah & Irfan (2018), tourist villages are divided into 3 categories based on the Tourism Life Cycle and Product Life Cycle, namely the categories of potential tourism villages, developing tourist villages, and superior tourist villages. Indicators to determine the category are based on tourism potential, facilities, tourist visits, and marketing levels, as well as management capabilities by the local community. The level of community participation and empowerment of resources owned by tourist villages are also issues that need to be considered by stakeholders, both government and managers (Nugroho, Negara and Yuniar 2018). Based on this, a tourist village is categorized as an independent tourism village if it is able to empower its tourism potential, the community is able to manage a tourist village independently, the community is willing to play a role in tourism activities, has adequate facilities and amenities, has a potential target market and customers, conditions and accessibility facilities are adequate, the level of tourist visits is increasing, and most of the assets are owned by community members (not private persons or investors).

Several previous studies regarding the internal and external environment state that the tourism service sector requires creativity and proactive capabilities in exploring future business opportunities for a sustainable competitive advantage (Nasr 2018). Other research states that the tourism service sector business requires a supportive internal environment such as the technological capabilities of the human resources, and a computerized system is an important point to encourage business strength (Türkay, Solmaz and Şengül 2011). In this case, several things such as the internal and external environment greatly affect the sustainability of Balkondes tourism. Things such as local community support and partnerships with external parties are important factors (Seo and Lee 2019). Other things such as weaknesses and strengths are also internal factors that also important in encouraging the sustainability of tourism business (Indris and Primiana 2015). Other researchers also states that internal and external environmental factors can support the competitive advantage of a business, including tourism business (Munizu *et al.* 2019). This competitive advantage could be an important thing to be maximized to support business continuity. In addition, a good strategy is also a key guideline in business

continuity (Shatilo 2019). Strategy formulation can be based on internal, external factors and existing resources (Ibrahim and Harrison 2020).

Moreover, previous researchers have used SWOT analysis to formulate strategies for tourism (Fabac and Zver 2011; Vladi 2014; Wickramasinghe and Takano 2009). In addition, Reihanian *et al.* (2012) use SWOT to formulate strategies that focus on tourism sustainability in Iran. Other researchers also use SWOT to formulate strategies for tourism, especially rural tourism (Nasehi and Allahyari 2017; Zhang 2012). Therefore research about tourism sustainability strategy for rural tourism still needs to be done because it is important to increase the welfare of local communities, especially in the new normal period. This research is different from previous research because it combines SWOT and IE to formulate the tourism sustainability strategy for Balkondes. SWOT analysis is used to find out how strengths are able to take advantage of an existing opportunity, how to overcome weaknesses that prevent profits, how strengths are able to deal with existing threats, and how to overcome weaknesses that are able to face threats (Sugandini, Effendi, *et al.* 2018).

SWOT analysis is an analysis of the strengths, weaknesses, opportunities, and threats (Sugandini, Wendry and Muafi 2018). This analysis is used to identify internal and external factors of a company or organization. Internal factors are strengths and weaknesses, while external factors are opportunities and threats. The results of the identification can be used to formulate strategies. Through this analysis, the company or organization can maximize strengths, take advantage of opportunities, minimize weaknesses, and reduce the impact of threats faced. Moreover, Zhang (2012) states that through SWOT analysis, researchers can also find solutions to problems faced by companies or organizations, and make policy directions for the development of companies or organizations in the future. The use of SWOT analysis as a tool to identify potentials and problems in formulating strategies can also be applied to the development of rural tourism (Dharasta, Dyahjatmayanti and Nieamah 2017; Kusriani 2017; Mustika and Aditya 2018; Nasehi and Allahyari 2017; Pramanik and Widyastuti 2017; Vladi 2014; Widyaningsih 2016; Zhang 2012). The SWOT analysis stage consists of the first stage, analyzing internal factors in the form of strengths and weaknesses, and the second stage analyzing external factors in the form of opportunities and threats. (Zhang 2012). Through this analysis, it can be seen the potential that needs to be developed and what problems are faced by rural tourism (Novitaningtyas, Achsa and Rahardjo 2020).

The IE matrix is used to determine the current position of the Balkondes in responding to internal and external factors. Mapping the company's and organization's position is very important in the selection of a strategy (Rusliati, Mulyaningrum and Sufyani 2018). IE Matrix Analysis aims to determine the strategic position and the alternative strategy to face competition and future business growth (Rusliati *et al.* 2018). This is in accordance with the conditions of the Balkondes that have been affected by the pandemic COVID-19 and require a strategy to be sustainable in the new normal period. Abdallah, Shamout and Alshurideh (2021) explains that to compose the IE matrix, scores from the IFE and EFE matrices are needed. EFE (External Factor Evaluation) matrix identifies the key external factors organized into opportunities and threats and the company's reaction to them, while IFE (Internal Factor Evaluation) matrix is an analytical strategic formulation tool helping to evaluate the organization's internal environment and categorize factors into strengths and weaknesses. The IE matrix is a comprehensive model applied to identify and analyze the different divisions of an organization or company based on the internal and external factor evaluations total scores (Rusliati *et al.* 2018). This matrix has nine cells that show the position of the organization (David, 2010). It is classified IFE total weighted score as weak, average, or strong on one axis, and EFE value as low, medium, or high on the vertical axis (David 2011).

This research aims to analyze tourism sustainability strategy in Balkondes Borobudur area using SWOT and IE analysis. The result of this study will help the Balkondes managers to develop their business during the new normal period. Moreover, they can consider the proposed tourism sustainability strategy based on the result of this research. By implementing the tourism sustainability strategy, the tourism business in Balkondes Borobudur area can recover, develop and become sustainable.

2. Methodology

This research was conducted at the Village Economic Center (Balkondes) Magelang Regency, in the Borobudur area, Indonesia. This research used primary data by developing a questionnaire and interviewing respondents. The number of respondents was 100 respondents from Balkondes managers and 100 respondents from Balkondes visitors or tourists. A purposive sampling method was used with samples consisting of selected Balkondes visitors are people who visit the Balkondes at least twice, the aim is to have more in-depth knowledge or insight. The survey was carried out in March-August 2021. This study uses the Strengths-Weaknesses-Opportunities-Threats (SWOT) and Internal-External (IE) analysis approaches to formulate the internal and

external environment of Balkondes tourism affected by the COVID-19 pandemic in Magelang Regency. SWOT analysis is a methodology for analyzing strategic direction from internal and external perspectives to generate strategies. Internal factors consist of the identification of strengths and weaknesses, external factors consist of identification of opportunities and threats. SWOT analysis is carried out through several stages, by determining IFAS (Internal Factor Analysis Strategy) and EFAS (External Factor Analysis Strategy), followed by giving weighting values for IFAS and EFAS, then determining the grand strategy through the Internal-External (IE) matrix and formulating strategies through SWOT matrix. The next step is the Internal-External Matrix (IE) approach. Where the IE matrix is a continuation of the previous SWOT analysis. The IE matrix classification consists of (1) Cells I, II, IV can implement growth and development strategies where the strategy can be in the form of an intensive strategy or an integrative strategy; (2) Cells III, V, VII can implement the strategy of maintaining; (3) Cells VI, VIII, IX, can implement the strategy of taking results or letting go.

3. Result and Discussion

In order to develop a strategy for the sustainability of Balkondes tourism affected by the COVID-19 pandemic in Magelang Regency, the Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis was used. This analysis is based on a logic that can maximize strengths but at the same time minimize weaknesses and threats. Through this analysis, the actors involved in the Balkondes tourism in Magelang Regency must implement the right strategy by looking at external opportunities and internal strengths, that external threats and internal weaknesses must also be watched out for. This matrix will describe the conditions faced by the Balkondes by determining four types of appropriate strategies for the sustainability namely the SO (Strength-Opportunity) strategy, WO (Weakness-Opportunity) strategy, ST (Strength-Threat) strategy, and WT (Weakness-Threat) strategy.

Strengths points such as: there are 20 interesting Balkondes located near to Borobudur temple which is an international tourism object, Balkondes has knowledge and readiness of CHSE to be applied to tourism during the new normal period for both employees and visitors, Balkondes has skilled and disciplined workforces, high employee commitment to developing Balkondes during the new normal period accompanied by achievement targets, there is a more massive promotional strategy during the COVID-19 pandemic through various media, both online and offline for publication and online booking, some Balkondes have cafes with special menus and the availability of handicrafts and souvenirs that tourists are interested in, availability of directions for Balkondes locations, the existence of worship facilities in the form of a prayer room that remains open with the implementation of a health protocol standard, there are field facilities that can be used by visitors to exercise to support health during the COVID-19 pandemic, there was an increase and decrease in the tariff for public facilities during the COVID-19 pandemic on some Balkondes but it was still very affordable, the availability of a tour guide when there is a large number of tourist visits, and also availability of first aid kit and medicine.

Weaknesses points such as: there is no new layout arrangement during the COVID-19 pandemic so it seems monotonous, no special tour packages during the COVID-19 pandemic, there are many Balkondes that don't have outbound facilities during the COVID-19 pandemic, there has been a decrease in salaries and incentives for employees due to the COVID-19 pandemic, the job desk is not being implemented properly due to a decrease in the number of Balkondes employees due to the COVID-19 pandemic, there are Balkondes that don't have crafts, special foods, or souvenirs. Moreover, unavailability of customer service, suggestion boxes and information centers to serve input or complaints and sources of information. Opportunities points such as: tourist interest (people who are already bored with the COVID-19 pandemic and want to travel immediately), the number of local communities visiting during the new normal period, the number of events held during the new normal period with the implementation of health protocols standards, and also there is support from the government to operate Balkondes during the new normal period. Moreover, threats points such as: the COVID-19 pandemic condition, decrease in the number of tourists during the COVID-19 pandemic, public facilities supporting tourists are still lacking, there is a limit on the number of visitors during the COVID-19 pandemic, lack of workforce on some Balkondes due to human resource layoffs.

After combining internal and external elements, several strategies are proposed for the sustainability of Balkondes tourism including: the S-O strategy is a strategy that utilizes internal strengths to take advantage of external opportunities in order to gain profits on the Balkondes. The resulting S-O strategy alternative is optimizing the attractiveness and facilities, increasing government support to re-open the Balkondes that only exist in Magelang during the new normal period by implementing CHSE policy, and strict health protocols. Then, W-O strategy is a strategy designed to overcome weaknesses by taking advantage of existing opportunities. The resulting alternative W-O strategy is optimizing the number of visiting communities and events as well as the wishes of the people who are saturated with the COVID-19 pandemic and want to travel immediately, balanced

by increasing public facilities. The S-T strategy is a strategy made by using internal strengths to avoid or reduce the impact of external threats on Balkondes. The resulting alternative S-T strategy is optimizing a skilled and highly committed workforce in developing Balkondes with a massive promotional strategy to increase the number of visitors after being affected by the COVID-19 pandemic. Moreover, W-T strategy is a proposed strategy to reduce internal weaknesses and avoid existing external threats. Some of the alternative W-T strategies produced are as follows, reinforce the job desk or main task force to be able to increase the ability to innovate and be creative so that the Balkondes have a new attraction during the new normal period, receive and analyze input from various sources to make improvements that can have an impact on increasing the number of tourists even though they are still within the limited number of tourist attraction visitors.

Table 1. IFE Matrix

	Internal Factor	Weight	Rating	Score
	Strengths			
1	The location is near to Borobudur	0,060	4,0	0,240
2	Clean, Health, Safety, Environmental (CHSE) certified by the Government	0,060	4,0	0,240
3	Qualified human resources	0,050	4,0	0,200
4	Human resources have commitment and loyal to the organization	0,050	4,0	0,200
5	Implemented massive promoting strategy	0,045	4,0	0,180
6	Balkondes has a unique "something to buy" aspect (traditional food and beverages, local handicraft)	0,040	3,8	0,152
7	Availability of directions to the location	0,040	3,5	0,140
8	Availability of worship facilities (mosque)	0,040	3,5	0,140
9	Availability of sport venues and facilities	0,035	3,5	0,123
10	Affordable prices	0,030	3,2	0,096
11	Availability of tour guide	0,025	3,1	0,078
12	Availability of first aid kit and medicine	0,025	3,0	0,075
	Sub Total			1,863
	Weaknesses			
1	No layout update	0,090	1,0	0,090
2	No special tour packages	0,090	1,0	0,090
3	Minimum number of outbound facilities	0,080	1,5	0,120
4	Decrease in salaries for employees	0,070	1,5	0,105
5	The number of workers is reduced	0,070	1,5	0,105
6	Some Balkondes don't have a point of differential (PoD in marketing) yet	0,055	2,3	0,127
7	Unavailability of customer service	0,045	2,5	0,113
	Sub Total			0,749
	TOTAL			2,612

Source: Processed data, 2021

Table 2. EFE Matrix

	External Factor	Weight	Rating	Score
	Opportunities			
1	Tourist interest	0,140	4,0	0,560
2	The number of local visitors	0,125	3,8	0,475
3	The number of MICE (Meeting, Incentive, Conference, Exhibition)	0,125	3,8	0,475
4	Government's support	0,110	3,5	0,385
	Sub Total			1,895
	Threats			
1	The COVID-19 Pandemic	0,110	1,0	0,110
2	Decrease in the number of foreign tourists during the COVID-19 pandemic	0,110	1,0	0,110
3	The number of public facilities supporting tourists is minimum	0,100	1,0	0,100
4	Limiting policy of the number of visitors during the COVID-19 pandemic	0,100	1,5	0,150
5	The number of partners/suppliers is minimum	0,080	1,7	0,136
	Sub Total			0,606
	TOTAL			2,501

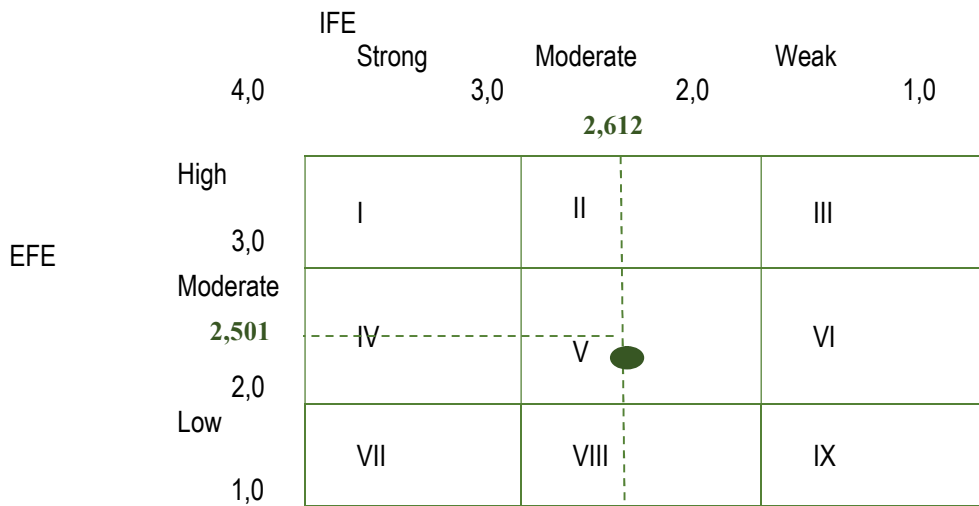
Source: Processed data, 2021

The next step in formulating a strategy for the tourism sustainability of Balkondes is to find out the conditions both internally and externally from Balkondes to facilitate the provision of appropriate alternative strategies. The IE Matrix is a combination of the Internal Factor Evaluation (IFE) Matrix and the Eksternal Factor Evaluation (EFE) Matrix. The data needed in the IFE Matrix are internal factors (strengths and weaknesses), while the EFE Matrix are external factors (opportunities and threats).

Based on table 1, it can be seen that the impact of the COVID-19 pandemic on the Balkondes is still in a fairly good condition internally with a total value of 2,612 but the managers of the Balkondes must continue to improve facilities accompanied by updates in the form of new layouts and new facilities. Besides that, Balkondes must also open themselves up by accepting customer service and suggestion boxes that can be used as a way to receive input and try to continue to make improvements according to market wishes or demands so that Balkondes can continue and develop in the new normal period as a tourist attraction of choice for the community that is safe to visit and affordable, of course, by continuing to apply CHSE along with strict health protocols standard. Then, based on table 2, it is shown that the position of the Balkondes that prevents COVID-19 is still quite good in dealing with its environment with a total of 2,501 supported also by a higher opportunity score than the threat, which is 1,895 compared to 0.606.

The following results from the analysis on the IE matrix show the positioning of the IFE and EFE values, which can be seen in Figure 1.

Figure 1. Internal and External (IE) Matrix



Source: Processed data, 2021

Table 3. SWOT Matrix

IFAS \ EFAS	Strength	Weakness
Opportunity	S-O = 1,863 + 1,895 = 3,758	W-O = 0,749 + 1,895 = 2,644
Threat	S-T = 1,863 + 0,606 = 2,469	W-T = 0,749 + 0,606 = 1,355

Table 4 shows that of the four existing strategy combinations, the S-O strategy has the highest score of 3,758, then the second strategy is a combination of Weakness and Opportunity (W-O) which has a score of 2,644, for the next strategy is S-T with a score of 2,469 and the last strategy is a strategy that combines Weakness with Threat (W-T) which scores 1,355. These results are in accordance with the results of the IE matrix, which is quadrant V. Quadrant V shows that organizations need to implement a stabilization strategy by optimizing existing strengths to empower opportunities (S-O strategy). S-O strategy alternative is optimizing the attractiveness and facilities, increasing government support to re-open the Balkondes that only exist in Magelang during the new normal period by implementing CHSE policy and strict health protocols.

Conclusion

The results of this study indicate that Balkondes needs to implement S-O strategies such as optimizing tourist attractions and tourist facilities, increasing support from the government, implementing clean, health, safety, environment (CHSE). This study extends the literature related to the development of tourism strategies to recover the tourism destination during the new normal period. This study was conducted limited on rural tourism type at Balkondes Borobudur area. For future research, it can develop the study at other rural tourism in other countries or in a large tourism area to expand research benefits. In addition, it also can develop research methods by use other data analysis methods to propose strategies.

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