



Homestay Development Strategy in Borobudur Temple Area

**Budi Setiawan^a, Ramon Hurdawaty^{b*},
Dewi Ayu Kusumaningrum^b and Rella Dwi Respati^c**

^a Pradita University, Tangerang, Indonesia.

^b Sahid Polytechnic, Jakarta, Indonesia.

^c Muhammadiyah Tangerang University, Tangerang, Indonesia.

Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The aim of the paper is to formulate a strategy to develop homestays in the Borobudur area that not only benefits tourists but also local communities. Qualitative and quantitative research methods (mixed methods research) with in-depth interviews and observation/survey of homestay representatives in as many as 20 tourist villages in Borobudur District and 1 Mendut village in the Borobudur Temple area. The result formulates several strategies, such as developing local wisdom-based cultural tour packages, determining the centralized management of homestays in one manager, forming homestay associations in each village, empowering local people to run their homestay businesses, building facilities and setting rules about local transportation in Borobudur area villages, and others. Based on the QSPM, the priority strategies are obtained to be sorted, namely, the main one is to determine the centralized management of homestays in one manager, followed by the strategy of forming homestay associations in each village and improving the quality of human resources through homestay training.

*Corresponding author: Email: ramon.hurdawaty@gmail.com;

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1. INTRODUCTION

Homestays are becoming a popular tourist accommodation. Travellers are not only looking for lodging but also authentic and cultural experiences. Homestays can provide the experience of staying in a local's home, experiencing daily life, and interacting directly with the local community. Travellers today tend to seek more authentic and memorable experiences during their travels. The growth of homestays also has a positive impact on the local economy. Income from homestays can be an additional source of income for village communities, especially in tourist areas. In addition, homestays can also create new jobs and encourage the development of micro, small, and medium enterprises (MSMEs) in the fields of culinary, handicrafts, and transportation services. Borobudur, one of the most popular tourist destinations in Indonesia, is located in Magelang Regency, Central Java. In addition to cultural attractions such as Borobudur Temple, this area also has natural attractions that attract many tourists. The Borobudur area also has complete tourism support facilities. There are many restaurants, souvenir shops, and homestays offered for tourists to stay at.

Homestays in this area synergize with the Borobudur area tourist village, which has a natural beauty of a rural atmosphere that is still very beautiful, and there is a community center/area to be used as a basis for activities such as welcoming ceremonies, cultural performances, namely balkondes in each village.

Based on the survey results, there are problems related to homestay managers in the Borobudur area, including the standardization of management competencies. Problems related to the homestay product aspect are that the manager does not have standardized competencies for managing his homestay business. A homestay owner must be able to manage administrative and promotional systems, manage hygiene, health, security, and environmental sustainability systems, and carry out tourist lodge/homestay service activities. In terms of homestay conditions, the services provided to guests and tourists have met the minimum standards of tourist lodges. For overnight guests, each homestay provides lunch. Bedrooms have enough furniture to fulfill guests'

basic needs, such as beds and wardrobes. The completeness of facilities and infrastructure that meet the criteria is very important for homestay guests. This is similarly stated in research on the Tien Giang homestay tourism model, Vietnam homestay planners need to focus on five factors: 1) Equipment in the homestay; 2) The environment in the homestay; 3) quality assurance; 4) security and safety, and; 5) comfort [1].

There are several studies related to the development of homestays in Indonesia in the last five years which are used as references and comparisons in discussing research results. Research related to homestay development management strategies [2,3], development related to the benefits of homestay or accommodation management technology [4-7], participation in homestay management communities [8-12]. Research related to homestay development strategies seen from the perspective of various parties, namely the government, the community, relevant external parties, especially focusing on a priority tourist area, has never existed, so it is hoped that the research can become learning material for further research.

Strategic issues related to community-based homestays related to environmental sustainability, such as some homestays using electronic equipment facilities that require large amounts of electrical energy, such as air conditioners, televisions, and water heaters, are felt to be less compatible with the concept of local characteristics of the village. To overcome air circulation, it can utilize natural energy sources, namely making good wind circulation by applying a semi-open building appearance, for example, kitchen and dining areas, rooms that have windows that can open wide. Related to the location aspect of homestays in the Borobudur area, most of the villages are located close to Borobudur Temple tourism, have good road access, and are easily accessible by vehicles, either cars or buses. However, there are some villages, such as Wringinputih village, where the roads are not all asphalt, uneven, causing puddles when it rains. The condition of villages that are far from the main road such as Bigaran, Kenalan, Sambeng, Giripurno, Giritengah villages, which are located far from Borobudur Temple tourism, have a condition of ascending road contours, the road is already asphalted but goes through the forest on the right and left of

the road, and lighting is not always available on the road.

Strategic issues related to community-based homestays are sociocultural sustainability issues, where there is a need for information for tourists or guests to respect local customs and be able to adjust behaviour. As well as ensuring local people are educated about the importance of preserving their culture, and not being influenced by foreign cultures that are not good. Currently, there are no homestays in the Borobudur area that have notice boards containing tourist rules or information related to preserving local cultural customs. The issue of sustainability is also a concern in homestay management. Based on the above background, it is necessary to determine the strategy used to develop homestays in the Borobudur area. With the right strategy, homestays not only benefit tourists but also local communities. Homestays can be a means to preserve culture, empower communities, and improve economic welfare in tourist areas.

2. LITERATURE REVIEW

2.1 Homestay

Homestay is a form of accommodation with the concept of collaboration and sharing where tourists stay in the homes of local people near the tourist attractions visited, which have been modified according to the main requirements of a homestay [13]. Not only providing a place to stay but also providing room service along with food and beverages ensures comfort and the facilities needed [14] as well as experience, by having a direct understanding of the cultural principles applied by local communities [15]. Homestays must have nine criteria, namely: 1) Homestay owner or manager, 2) Has basic accommodation facilities, 3) There is a tourist attraction carried out by the local community, 4) Has a management board or management organization, 5) Has a strategic location, easily accessible, 6) Apply hygiene and sanitation, 7) There are security and safety facilities, 8) There are promotional activities, and 9) homestays implement sustainable principles [16].

Homestay is a suitable tourism product to be implemented in various tourist areas in Indonesia, especially tourist villages. Homestays generally have affordable stay rates, become a community economic business that can increase the income of the village community, and help the tourism village where the homestay is located become more attractive and develop because

tourists will spend more time interacting with the local community [17]. However, there are still problems with the operation of homestays so far.

The problem of conflict between stakeholder roles in management. The local government, residents, communities, and homestay managers must be able to work together to utilize their unique potential by improving the quality of homestay products and services [18]. In addition, most of the problems focus on aspects of homestays or homestay associations, such as homestay owners who do not understand the basic concepts of homestays that are different from other types of accommodation, lack of digital knowledge or skills in payment or promotion, passive homestay associations or communities, leadership constraints, lack of youth participation or business successors, management of homestay management organizations, and the difficulty of community participation in the general tourism business atmosphere [19].

2.2 Development Strategy

Strategies are generally related to problem solutions. The basis of the strategy includes policies, setting goal achievements, methods of implementation, and the use of infrastructure in implementation [20]. It can be concluded that the important things in determining the strategy of an organization are policies, goals, methods, and infrastructure Development strategy is the upper management domain of an organisation in a long-term oriented business development effort by taking into account internal and external factors [21].

Business development strategies are formulated by considering internal and external factors, including the weaknesses and strengths of the business organization. Business development strategies can be grouped into three types, namely; 1) management strategy, 2) investment strategy, and 3) business strategy [10]. One of the formulations of development strategies with SWOT analysis (Strength, Weakness, Opportunity, Threat). SWOT analysis is the process of identifying various influential factors in an organization. This analysis is based on systematic thinking by maximizing strength factors and business opportunities and minimizing weakness factors and business threats. SWOT analysis can be shared in five steps : 1) preparing a SWOT observation, 2) determining strength and weakness factors, 3)

determining opportunity and threat factors, 4) giving weight to each factor, and 5) formulating strategies [22].

There have been many studies related to *homestay* development strategies using SWOT analysis, including research [23-32]; which focuses on *homestay* development in one tourist village area, there is no research that discusses for a wide area coverage such as the entire Borobudur area.

3. METHODOLOGY

The research method used is a combination of qualitative and quantitative research methods (mixed methods research). The combination of quantitative and qualitative methods will provide a better understanding of the research question. Mixed methods research aims to overcome the weaknesses that exist in both quantitative and qualitative methods. The sources of this research are representatives of homestays in as many as 20 tourist villages in Borobudur Subdistrict and 1 village, namely, Mendut village located in Mungkid Subdistrict, which can become an alternative destination for tourist visits that are still centred in Borobudur Temple Tourism Park, as well as village governments, homestay communities, and community leaders. The research was conducted in 2022. Data collection was carried out through in-depth interviews and observations/surveys sorted from those obtained by researchers who divided data collection tasks. Stages carried out by researchers in SWOT analysis: 1) identification of internal and external factors; 2) assessment of the weight of internal and external factors into IFAS and EFAS matrixes; 3) formulation of the SWOT matrix; 4) formulation of the IE matrix and QSPM to prioritize alternative strategies.

4. RESULTS

4.1 Description of the Research Object

Borobudur is a district located in Magelang Regency. There is a world-historical and cultural heritage site that is the largest Buddhist temple in the world. It was built around 770 M, has approximately 2,672 relief panels along four kilometres, and is equipped with 502 statues and 72 stupas. Borobudur Temple is a favourite tourist attraction in Magelang Regency. As many as 423,604 tourists visited Borobudur Temple in 2021 [33]. The Borobudur area has the potential

for competitive advantage and strong strategic value based on cultural, historical and natural tourism as a driving force for the development and recovery of national and regional tourism and the welfare of local communities in the Central Java region. Strategic value in the Borobudur area comes from the Borobudur temple tourism park, which offers cultural and historical educational tours, nature tourism around the Borobudur sub-district, photo tours and traditional culinary tours. For its potential and strategic value to be well utilised, it needs to be aligned with synergistic and concrete programmes.

A total of 20 tourist villages in the Borobudur sub-district and 1 village, namely Mendut village located in the Mungkid sub-district, can become alternative tourist destinations that have been centred on Borobudur Temple Tourism Park. The existence of 20 tourist villages has been proven to be a new destination in the Borobudur area. The following is the statistical data for 20 tourist villages and 1 village and its distribution map.

There are around 612 homestays scattered in the Borobudur area. A total of 356 homestays are tourist residential facilities (Sarhunta) built by the Ministry of Public Works and Public Housing (PUPR). While 256 homestays are homestays built by the community or self-help. An overview of the number of homestays in the Borobudur area can be seen in the following Table 1.

From the Table 1 above, it can be seen that there are only 15 tourist villages and 1 village in the Borobudur area that have homestays. However, 20 of these tourist villages have *Balkondes* (Village Economic Centres), which are programs from the Ministry of BUMN in collaboration with local villages. *Balkondes* has the concept of a tourist village with accommodation. All *Balkondes* have their own uniqueness. With the existence of *Balkondes*, it is expected to improve the local economy of the village.

4.2 Identification of Internal and External Factors

4.2.1 Internal factors

Identification of internal factors needs to be done to find out the strengths and weaknesses of homestay management in the Borobudur area. From interviews and questionnaires conducted by researchers, the internal factors can be seen in the following Table 3.

4.2.2 External Factors

The identification of external factors is carried out to find out what threats and opportunities are present in the management of Borobudur area homestays. Researchers found existing threats and opportunities by means of questionnaires and direct interviews with resource persons, as shown in the following Table 4.

4.3 Assessment of the Weight of Internal and External Factors into IFAS and EFAS Matrix

4.3.1 IFAS matrix

Based on the results of identifying the strategic factors of Borobudur area homestay management, strengths and weaknesses are obtained. Making strategies using the *Paired Comparison* method after conducting interviews with sources who play an important role in homestay management, the weight of each internal variable is obtained.

Based on the results of the IFAS matrix calculation for the Borobudur area homestay management strategy, the main strength is the historical and cultural attractiveness of the Borobudur area tourist village, with a total value of 0.251. The main weakness is that there is no standard/pattern of cooperation between cooperatives / BumDes / pokdarwis / tourist villages with homestay owners, with a total value

of 0.281. For the weight of internal factors in total, it reaches 2,781 with conditions above the average (2.50), which means that the management of Borobudur area homestays is able to take advantage of its strengths to overcome weaknesses optimally and appropriately.

Table 1. Tourism villages in borobudur area

No.	Name of Tourism Area (km) ² Village	
1	Giripurno	3,62
2	Giritengah	4,32
3	Tuksongo	2,29
4	Majaksingi	4,70
5	Acquaintance	2,42
6	Bigaran	1,96
7	Sambeng	1,40
8	Candirejo	3,66
9	Ngargogondo	1,53
10	Wanurejo	2,75
11	Borobudur	4,21
12	Tanjungsari	0,65
13	Karanganyar	1,57
14	Karangrejo	1,74
15	Ngadiharjo	5,90
16	Kebonsari	2,49
17	Tegalarum	1,66
18	Kembanglimus	2,13
19	Wringinputih	3,78
20	Bumiharjo	1,77
21	Mendut Village	1,45

Source: Borobudur district in fig., 2022

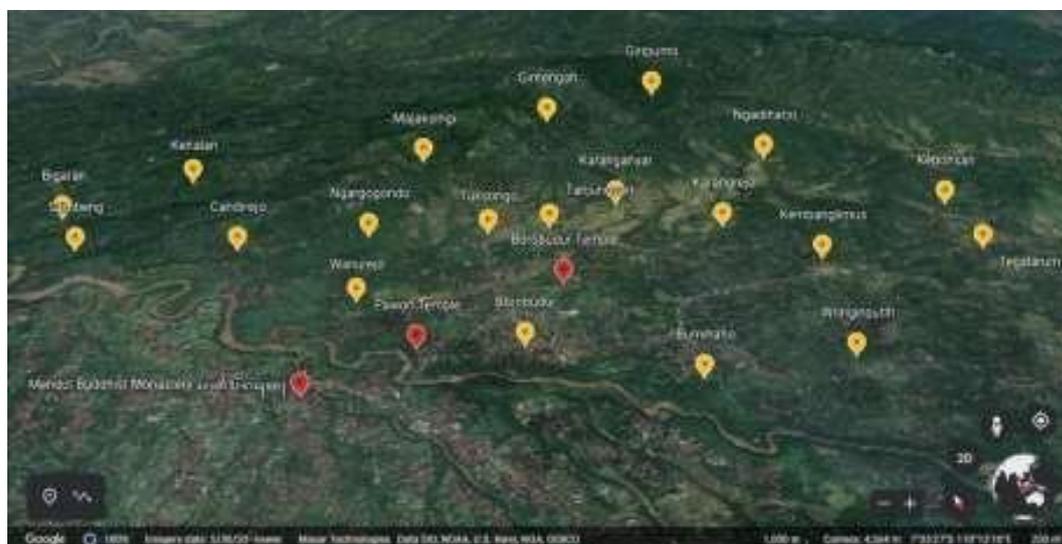


Fig. 1. Distribution Map of 20 Tourism Villages and Mendut Village

Source: Googlemaps, 2023

Table 2. Data on the Number of Homestays in the Borobudur Area 2022

No.	Name of Tourism Village	Sarhunta	Community Homestay	Total
1	Borobodur	47	92	139
2	Wanurejo	38	55	93
3	Candirejo	30	41	69
4	Ngargogondo	15	31	56
5	Karangrejo	33	22	55
6	Tuksongo	32	5	39
7	Ngadiharjo	34	0	36
8	Kembanglimus	28	1	29
9	Karanganyar	18	5	24
10	Wringinputih	20	0	22
11	Bumiharjo	12	1	13
12	Tegalarum	10	0	10
13	Tanjungsari	8	1	9
14	Majaksingi	0	1	1
15	Sambeng	0	1	1
16	Kebonsari	0	0	0
17	Giripurno	0	0	0
18	Giritengah	0	0	0
19	Bigaran	0	0	0
20	Acquaintance	0	0	0
21	Mendut Village	31	0	36
Total		356	256	612

source : author composition, 2023

Table 3. Internal Factors of Homestay Management in the Borobudur Area

Strenghts	Weaknesses
1. Community income increases with the homestay business.	1. There is no standard/pattern of cooperation between cooperatives/ BumDes/pokdarwis/tourist villages and homestay owners.
2. Homestay development still pays attention to local wisdom/culture.	2. There is no homestay association in each village.
3. Homestay development can bring additional business opportunities to support tourism.	3. Homestay managers do not have standardized competencies in managing their business.
4. Communities are involved in planning, management and decision-making.	4. Homestay management and marketing is not done optimally and evenly.
5. Supporting facilities for tourism facilities are available at Borobudur Tourism Village.	5. Lack of active management institutions homestay
6. The historical and cultural attractions of the Borobudur area tourist village.	6. Uneven management training homestays in each village
7. Having a Village Economic Centre (Balkondes) in each Tourism Village.	

source : author composition, 2023

4.3.2 EFAS matrix

Opportunities and threats are obtained based on the results of identifying the external strategic factors of Borobudur area homestay management. Making strategies using the paired comparison method after conducting interviews with two resource persons who play an important role in the management of Borobudur area

homestays, the weight of each external variable is obtained.

Based on the results of the EFAS matrix calculation for the Borobudur area homestay management strategy, the main opportunity is for tourists who want to take a holiday with a total value of 0.258. The highest threat is that there are direct competitors in the tourist accommodation market with a total value of

0.257. The total score of this external matrix is 2,796, which shows that homestay management is in an above-average condition (2.50), which means that the Borobudur area homestay can

take advantage of the opportunities it has based on the results of respondents' assessments to reduce the threats faced.

Table 4. External Factors of Homestay Management in the Borobudur Area

Opportunities	Threats
1. Travellers who want to go on holiday	1. There are direct competitors in the tourist accommodation market.
2. Travellers who want to learn local wisdom/culture.	2. Foreign investors who do not pay attention to the natural environment.
3. Cultural education, history, nature, and traditional culinary specialities.	3. The influx of online transport businesses threatens the local economy.
4. Training opportunities that are directly related to improving <i>homestay</i> management.	4. There is a mismatch in the distribution of visiting tourists.
5. Availability of funding from CSR.	5. Transfer of functions and responsibilities of <i>homestay</i> management institutional organizations
6. Potential for new employment opportunities that benefit local communities.	6. Foreign travellers, may be influenced by the current political, social, and security situation.

source : author composition, 2023

Table 5. IFAS Matrix of Homestay Management in the Borobudur Area

Strengths	Weight	Rating	Total
1. Community income increases with the <i>homestay</i> business.	0.078	2.6	0.203
2. <i>Homestay</i> development still pays attention to local wisdom/culture.	0.080	3	0.240
3. <i>Homestay</i> development can bring additional business opportunities to support tourism.	0.056	2.5	0.140
4. Communities are involved in planning, management and decision-making.	0.060	2.9	0.174
5. Supporting facilities for tourism facilities are available at Borobudur Tourism Village.	0.088	2.7	0.238
6. The historical and cultural attractions of the Borobudur area tourist village.	0.081	3.1	0.251
7. Having a Village Economic Centre (Balkondes) in each Tourism Village.	0.063	2.9	0.183
Weaknesses			
1. There is no standard/pattern of cooperation between cooperatives/ BumDes/pokdarwis/tourist villages and <i>homestay</i> owners.	0.097	2.9	0.281
2. There is no <i>homestay</i> association in each village.	0.065	3.3	0.214
3. <i>Homestay</i> managers do not have standardized competencies in managing their business.	0.101	2.2	0.222
4. <i>Homestay</i> management and marketing is not done optimally and evenly.	0.080	3.2	0.256
5. Lack of active management institutions <i>Homestay</i>	0.074	2.2	0.163
6. Uneven management training <i>homestays</i> in each village	0.077	2.8	0.216
Total	1.000		2.781

Source : Author Composition, 2023

Table 6. EFAS Matrix of Homestay Management in the Borobudur Area

Opportunities	Weight	Rating	Total
1. Travellers who want to go on holiday	0.092	2.8	0.258
2. Travellers who want to learn local wisdom/culture.	0.076	2.7	0.205
3. Cultural education, history, nature, and traditional culinary specialities.	0.073	2.8	0.204
4. Training opportunities that are directly related to improving <i>homestay</i> management.	0.081	2.9	0.235
5. Availability of funding from CSR.	0.077	2.9	0.223
6. Potential for new employment opportunities that benefit local communities.	0.081	2.8	0.227
Threats			
1. There are direct competitors in the tourist accommodation market.	0.083	3.1	0.257
2. Foreign investors who do not pay attention to the natural environment.	0.089	2.8	0.249
3. The influx of online transport businesses threatens the local economy.	0.076	2.8	0.213
4. There is a mismatch in the distribution of visiting tourists.	0.087	2.8	0.244
5. Transfer of functions and responsibilities of <i>homestay</i> management institutional organizations	0.107	2.3	0.246
6. Foreign travellers, may be influenced by the current political, social and security situation.	0.081	2.9	0.235
Total	1.000		2.796

Source : Author Composition, 2023

4.4 I-E Matrix (Internal-External)

To find out the current position of the Borobudur area, homestay management can use the IE matrix (internal and external). The weights of 2,781 (IFAS) and 2,796 (EFAS) are based on the results of the IFAS and EFAS matrices to ensure the management of the Borobudur area homestay in quadrant V is held and maintained, namely by penetrating the market and developing products to increase the interest of guest visits to Borobudur area homestays.

4.5 SWOT Matrix

There are four main strategies suggested: SO, ST, WO, and WT. Data from the IFAS and EFAS matrices were used for the SWOT analysis.

4.6 Strategy Selection (QSPM Matrix)

The following are the priority strategies that will be sorted based on the *Total Attractiveness Score* from largest to smallest in QSPM processing, as follows in the Table 9.

5. DISCUSSION

Based on the results of the QSPM (Quantitative Strategic Planning Matrix) analysis, several strategies were formulated for managing and developing homestays in the Borobudur area, including 1) Centralized homestay management with one manager. With limited public knowledge regarding the provision and management of homestays, one manager is needed to be able to coordinate the provision, management and development of homestays in the Borobudur Village area. With the management, it can make it easier for the community to obtain various information, knowledge, training, activities and provision of various needs in homestay development. This manager will later coordinate the community, so that development programs can be implemented in accordance with plans prepared based on needs in the field. This also includes providing facilities, understanding services to tourists, and relating to setting homestay rates, so that there is no unhealthy competition or a decrease in the quality of service for tourists staying overnight. Assisted by homestay associations in each village. In organizing tourism in tourist villages, active involvement of various parties is needed, not

only from the Regency Government, but there needs to be collaboration with communities, society and external actors such as the Central Government, who can support with assistance and funds. As in homestay management, a homestay association is needed which can be a means of collaboration between homestay managers. The formation of a homestay association can support tourism and advance the homestay business in the Borobudur area.

2) Continuous training. To improve the quality of human resources in the tourism sector, especially those related to homestay development, the management has created a training program for the community. Training can take the form of service procedures for tourists when receiving tourists to stay overnight, training on mastering English, training on room cleaning techniques, CHSE training, and how to package tourist products and attractions. With various training programs that will be carried out in the Tourism Village, it is hoped that it will provide satisfaction and comfort to tourists who stay overnight. Training can be held in collaboration with related parties, such as universities, industry, practitioners and local government. As research results [3,24,25,26].

3) Empowerment of local communities. With a homestay business, people can develop other

businesses to increase their income, such as building restaurants, restaurants or cafes, souvenir or souvenir making businesses, laundry businesses, renting bicycles, motorbikes and cars. With the homestay business, it is easier for local people to find work. Local communities get the same opportunities and possibilities so that they can help improve the welfare of the community in tourist villages. Based on the results of interviews with homestay managers, existing homestay businesses have had a positive economic impact on the communities involved, both directly and indirectly. This is because homestay managers in village areas use local people as workers. Apart from that, with tourists staying in the village, other businesses in the village area also feel a positive impact. In accordance with research regarding the importance of participation in homestay management communities [8,9,10,11,12,23,28]. Another impact of the existence of existing homestays is the local community's desire to build/own homestays. From the results of surveys and interviews in 20 villages in Borobudur sub-district, people are interested in setting up a homestay business to earn additional income. However, people are still afraid that they don't understand homestay management. With the distribution of training programs related to homestay businesses, more and more people will be interested in starting a homestay business at home.

Table 7. IE Matrix of Homestay Management in the Borobudur Area

	Strong 3.0 – 4.0	Average 2.0 – 2.99	Weak 1.0 – 1.99
High 3.0 – 4.0	I	II	III
Medium 2.0 – 2.99	IV	V	VI
Low 1.0 – 1.99	VII	VIII	IX

source : author composition, 2023

Table 8. SWOT Matrix of Homestay Management in the Borobudur Area

IFAS	STRENGTHS (S)	WEAKNESSES (W)
	<ol style="list-style-type: none"> Community income increases with the <i>homestay</i> business. <i>Homestay</i> development still pays attention to local wisdom/culture. Homestay development can bring additional business opportunities to support 	<ol style="list-style-type: none"> There is no standard/pattern of cooperation between cooperatives / BumDes / pokdarwis yet / tourism village with owner <i>homestay</i>. There is no <i>homestay</i>

IFAS	STRENGTHS (S)	WEAKNESSES (W)	
EFAS	tourism.	association in each village.	
	4. Communities are involved in planning, management and decision-making.	3. <i>Homestay</i> managers do not have standardized competencies in managing their business.	
	5. Supporting facilities for tourism facilities are available at Borobudur Tourism Village.	4. <i>Homestay</i> management and marketing is not done optimally and evenly.	
	6. The historical and cultural attractions of the Borobudur area tourist village.	5. Lack of active management institutions <i>Homestay</i>	
	7. Having a Village Economic Centre (Balkondes) in each Tourism Village.	6. Uneven management training <i>homestays</i> in each village	
	OPPORTUNITIES (O)	SO STRATEGY	WO STRATEGY
	1. Travellers who want to go on holiday	1. Develop cultural tourism packages based on local wisdom (S2, S6, W1, W2, W3).	1. Determining <i>homestay</i> management that is centralized in one manager (W1, W4,
2. Travellers who want to learn local wisdom/culture.	2. Assist local communities in developing other micro-enterprises (S1, S3, S7, W5, W6).	2. Forming <i>homestay</i> associations in each village (W2, O6)	
3. Cultural education, history, nature, and traditional culinary specialities.	3. <i>Homestay</i> managers together with local communities provide new types of tourism around <i>homestays</i> (S4, S5, W4)	3. Organising promotions to market <i>homestays</i> (W5, O1, O2, O3, O5)	
4. Training opportunities that are directly related to improving <i>homestay</i> management.			
5. Availability of funding from CSR.			
6. Potential for new employment opportunities that benefit local communities.			
THREATS (T)	ST STRATEGY	WT STRATEGY	
1. There are direct competitors in the tourist accommodation market.	1. Develop <i>homestays</i> with cultural tour packages (S1, S6, T1).	1. Empower local communities to create their <i>homestay</i> businesses (W2, T1).	
2. Foreign investors who do not pay attention to the natural environment.	2. Optimising management information systems in <i>homestay</i> marketing (S4, S5, S7, T4, T5, T6).	2. Develop facilities and make rules about local transport in Borobudur area villages (W1,T3).	
3. The influx of online transport businesses threatens the local economy.	3. Make agreements with outside investors so that accommodation development is still considered based on local wisdom and nature conservation (S2, T2).	3. Organise training on <i>homestays</i> to improve the quality of human resources (W3, W4, W5, W6, T4, T5).	
4. There is a mismatch in the distribution of visiting tourists.			
5. Transfer of functions and responsibilities of <i>homestay</i> management institutional organizations			
6. Foreign travellers, may be influenced by the current political, social and security situation.			

Source : Author Composition, 2023

Table 9. Sequence of Strategy Results of QSPM Matrix Analysis

No.	Strategy Prioritisation	Total Score
1	Determining <i>homestay</i> management that is centralised in one manager	8.012
2	Forming <i>homestay</i> associations in each village	7.896
3	Organise training on homestays to improve the quality of human resources	7.634
4	Organising promotions to market <i>homestays</i>	7.619
5	Develop cultural tourism packages based on local wisdom	7.561
6	Assist local communities in developing other micro-enterprises	7.556
7	Empower local communities to create their <i>homestay</i> businesses	7.469
8	Develop homestays with cultural tour packages	7.415
9	Make agreements with outside investors so that accommodation development is still considered based on local wisdom and nature conservation	7.352
10	Develop facilities and make rules about local transport in Borobudur area villages	7.305
11	<i>Homestay</i> managers together with local communities provide new types of tourism around <i>homestays</i>	7.292
12	Optimising management information systems in <i>homestay</i> marketing	7.291

Source : Author Composition, 2023

4) Maintaining local wisdom and nature conservation. Maintaining the concept of developing homestays with cultural tourism packages. The cultural tourism packages that have been created are maintained to become the hallmark of homestays in the Borobudur area. An attractive homestay is one that can create integrated tour packages by prioritizing culture and traditions, as well as the beauty of the environment at tourist attractions. As a characteristic of the Borobudur area, local culture must be maintained and developed. As research results [2], it is hoped that the development of accommodation based on local wisdom by outside investors can make tourism not only oriented towards economic aspects, but also contribute to environmental conservation, education to increase awareness of environmental protection.

6. CONCLUSION

Based on the results of the discussion in this study, it can be concluded as follows:

- 1) Several strategies use strengths to take advantage of opportunities (SO) and overcome threats (ST) as well as strategies that minimize weaknesses by taking advantage of opportunities (WO) and anticipating threats (WT) such as developing cultural tourism packages

based on local wisdom, determining the centralized management of homestays in one manager, forming homestay associations in each village, empowering local communities to create their homestay businesses, developing facilities and making rules about local transportation in Borobudur area villages and others.

- 2) Based on the Total Attractiveness Score from the largest to the smallest in QSPM processing, it is obtained that the priority strategies will be sorted, namely the main one is determining homestay management that is centralized in one manager, followed by the strategy of forming association homestays in each village and improving the quality of human resources through homestay training.

Some recommendations given based on the results of this study are:

- 1) The homestay owner or manager ensures that the homestay is organized by the homestay guidelines based on ASEAN standards as a reference for homestay management.
- 2) The role and participation of village communities in the Borobudur area to be better.
- 3) To support the development of villages in the Borobudur area, the Magelang district

government must consistently and regularly provide socialization and understanding to the villagers about local homestay development.

- 4) Tourism human resources, especially homestay management, can be improved and sustained.
- 5) To ensure that tourism in each Borobudur Area Village can develop sustainably and have a positive impact on the community, the relevant parties must pay attention to this issue.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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