

# TOWS Strategy At Borobudur Destination: Study Case to Increase Tourist Visit During Pandemic Covid 19

Amalia Mustika  
Trisakti School of Tourism  
Jakarta, Indonesia

Fachrul Husain Habibie  
Trisakti School of Tourism  
Jakarta, Indonesia

Deivy Nasution  
Trisakti School of Tourism  
Jakarta, Indonesia

Nurbaiti  
Trisakti School of Tourism  
Jakarta, Indonesia

**Abstract:-** The aim of this research, presenting strategies for Borobudur Area by using SWOT and TOWS to increase the tourist visit during the pandemic Covid 19. The research used descriptive method with qualitative approach through online meeting, with POKDARWIS of Borobudur Area. The result of this research that The Borobudur area can improve the opportunity, and the strengths, open The Borobudur Temple, and other attraction place during pandemic with healthy protocol. It has to minimize the weakness, and the threats, the community, especially young generation to responsibility the heritage for future generations.

**Keywords:-** Rural Tourism, SWOT Analysis, TOWS Strategy, Borobudur Area.

## I. INTRODUCTION

Humans are creatures who need an entertainment that can make them happy, human entertainment is of various kinds, one of which is a vacation in an interesting place. Interest in a place can also be obtained in a village that has been made an icon by the government. An area that attracts tourist visits will be categorized by the government as potential rural tourism.

Rural tourism is component of the national tourism industry which has effective contribution to regional development and as a result, national development and diversification of the national economy through the advantages of a tourist village with proper and systematic planning. [1].

Tourism village is a new destination developed by the government in an effort to equalize development and improve community welfare. In addition to that, the construction of tourist villages is also to preserve the environment and to elevate the local potential based on local wisdom [2].

Having more than 17,000 small and large islands, Indonesia is known for its amazing natural beauty, which continues to attract tourists from throughout the world. Endowed with lovely mountains covered by lush forests, waterfalls, unique wildlife, and white sandy beaches with breathtaking crystal clear turquoise water, the beauty of Indonesia is beyond words. [1]. One of the villages in Indonesia is Borobudur Village, Magelang district, Central

Java Province. It has a temple that can be a magnet for domestic and foreign tourists in Borobudur Area. It is called Borobudur Temple.

Borobudur Temple is a cultural heritage that has received recognition from UNESCO, cultural category, in 1991. That provides the potential for the development of economic activities as well as tourism. [3]

In 2018, the Ministry of Tourism and Creative Economy, appointed the Borobudur Area as one of the super priority categories of 5 destinations that will be promoted as potential tourism. This involves several agencies, including the Ministry of Tourism, PUPR, the National Development Planning Agency (Bappenas), Transportation, and the Investment Coordinating Board (BKPM). [4].

There are several problems in this research, what are the Strengths, Weaknesses, Opportunities, and Threats in Borobudur Area? How are the TOWS strategy to increase tourist visits in the Borobudur area?

The aim of this research, presenting strategies for Borobudur Area by using SWOT and TOWS to increase the tourist visit during the pandemic Covid 19.

## II. MATERIAL AND METHOD

The research used qualitative approach through depth interview by online meeting, with Three Informant. Two informant from Pokdarwis, and one from Ministry of Tourism. The research approach uses phenomenology, because the focus of this research is to describe in detail the experiences of several individuals.

The results of the interviews will be discussed and analyzed as a result of research. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analytical method has been used, also TOWS analysis based on 4 strategies, i.e. WO, ST, SO and WT. [5]

A SWOT analysis evaluates the internal strengths and weaknesses, and the external opportunities and threats in an organization's environment. The internal analysis is critical in identifying the source of competitive advantage. The external analysis identifies market opportunities and threats by looking at the competitors' environment, the industry environment and the general environment. [6].

### III. THEORY

#### a) State Of The Art

A Mustika & M. Khrisna, talking about SWOT Analysis of Rural Tourism Development: Case Study of Kampung Tajur, Purwakarta: The aim of this study is to investigate the situation of tourism village, presenting strategies and guidelines to develop tourism within Kampung Tajur, Pesanggrahan Village, Purwakarta using Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and TOWS for strategies. The empirical analysis in the study area shows that vulnerability threshold for rural areas can be extremely high due to openness to tourists and requires review and present appropriate policies in order to increase the strengths, minimize the weaknesses and threats, and also to apply relative advantages of opportunities. [1]

The other journal said: Promotion Strategy of Borobudur World Cultural Heritage Site for International Tourists. The results showed that: (1) Strategy SO can be reached by public relations by making online publicity and using endorser to reach international coverage, (2) Strategy WO achieved through the financial support for advertising, sales promotion, personal selling, and direct marketing (3) Strategies ST approached with the digital promotion supported by strong branding and assisted personal selling and direct marketing, and (d) Strategies WT by promoting Borobudur market in Asia, America, and especially Australia through increasing frequency of sales promotio.n and direct marketing supported by advertising to the target market. [5]

#### b) Rural tourism

The concept of rural tourism has a complex nature and is built on local facilities such as historical sites, natural beauty and clear air. [7].

According to another source, rural tourism is a service provided by local governments and local communities, to tourists who want recreation and relaxation from boredom, by providing various interesting attractions, including residents' homestays. [1].

Rural tourism is tourism that exploits natural resources that promotes the traditional culture and lifestyle of local people to visitors. This has few or more harmful impacts, and also results in rural productivity, job creation, environmental and cultural preservation and active involvement of local communities. [8]

#### c) Tourism Village

A village that deserves to be a tourist destination if the rural area has its inhabitants still have traditions and culture, there is a unique culinary, agricultural system, natural resources, and an environment that is still original and well-maintained. In addition, it has various supporting facilities to make it easier for visitors. [9].

Tourism villages are relevant to the shifting model of tourism development which focuses on social, ecological, and community-based tourist aspects. [10]

### IV. RESULT

#### a) Overview of Borobudur Area, Magelang

The Borobudur Tourism Area Management Authority, through Presidential Regulation Number 46 of 2017, has established PT. Temple Tourism Park (TWC) Borobudur, Prambanan, and Ratu Boko (Persero). The development stage of Borobudur, which began in 2017, is fully under the authority of the authorities to be able to maximize the potential of Borobudur as a tourist destination that has a positive impact on tourism and the national economy. [3].

The Borobudur area has four destinations that are close to the Borobudur temple, so that if tourists visit the Borobudur temple, they can also visit four other tourist attractions, namely;

##### 1) Borobudur Temple

Borobudur is one of the world's most impressive temples and a UNESCO World Heritage Site that provides the potential for the development of economic activities as well as tourism. It features stunning Buddhist temple architecture. [3]

In 2019, before the pandemic Covid 19, the number of tourists to Borobudur Temple was 3,989,839. Domestic tourists 3,747,757 visitors (93.9%), while foreign tourists 242,082 visitors (6.1%). [11].

The number of visits to Borobudur Temple throughout 2020 fell compared to 2019. General Manager of PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko, I Gusti Putu Ngurah Sedana said the Covid-19 pandemic resulted in a decline in the number of tourists reaching 77.3 percent. Compared to 2019. [12].

##### 2) Svarga Bumi

SvargaBumi is one of the destinations which is located not far from Borobudur Temple. This location provides 20-22 selfie spots in the rice fields. This tourist location is in the hamlets of Ngaran and Gopalan, Borobudur Village, Borobudur District, Magelang Regency, Central Java.

##### 3) Punthuk Setumbu

Punthuk Setumbu is a favorite place to hunt for sunrise or sunrise. The location is in Kurahan Hamlet, Karangrejo Village, Borobudur District.

##### 4) Bukit Rhema

Bukit Rhema is also known as the Chicken Church. The location is in Gombong Hamlet, Kembanglimus Village, Magelang Regency. The true shape of the building is more like a dove, but is better known as the Chicken Church. At this location, visitors can go up, besides that there is also a place of prayer. [13].

#### b) SWOT Analisis

SWOT strategic planning model, for decision-making, and selecting a strategy of short or long term. It models composed of two matrices of internal and external factors. Internal factors are related to weaknesses (W), and strengths (S) of a set or a region or subject, and external factors are

related opportunities (O) and threats (T) of a region or system [1].

There are internal, and external factors of Borobudur Destination:

#### 1) Internal Factors

##### i. Strengths

- ✓ Borobudur Temple had UNESCO's world heritage, cultural category, approved in 1991.
- ✓ Borobudur area is one of five super priority destination in 2018
- ✓ The Borobudur area has four leading destinations that are often visited by tourists, namely: Borobudur Temple, Bukit Rheima, Punthuk Setumbu, Svarga Bumi
- ✓ Borobudur Temple is a destination that is visited by many tourists, including for religious tourism, namely Buddhism

##### ii. Weakness

- ✓ Low of quality of tourism, because of lack of skill and trained
- ✓ The potential of destination but low of hostel or lodging
- ✓ Lack of promotion for tourist attractions other than Borobudur temple
- ✓ Decreased tourist visits due to the COVID-19 pandemic.

#### 2) External Factors

##### i. Opportunities

- ✓ There is a target for visits from the tourism ministry to four destinations in the Borobudur area, especially to the borobudur temple, even though there is still a covid 19 pandemic
- ✓ With the target of tourist visits, it opens up opportunities for houses as homestays
- ✓ Increase employment
- ✓ Improve household economy
- ✓ Self-taught learn English because of foreign tourist visits

##### ii. Threats

- ✓ The Borobudur Temple tourism manager, experienced a considerable loss during the Covid-19 pandemic. During the three months closed, the manager lost hundreds of billions.
- ✓ A lot of garbage due to lack of discipline of tourists
- ✓ Increased social crimes against tourists
- ✓ Lack of economic equality because most tourist visits come to the Borobudur temple
- ✓ If the tourist area of Borobudur, especially the Borobudur temple is not preserved properly, it will gradually become extinct.

## V. DISCUSSION

The next step of the development SWOT method involves defining strategies using TOWS Strategies. Tows Strategies provides four different combinations: SO, WO, ST and WT. Providing strategies for tourism development of Borobudur area destination are presented below based:

#### 1) Offensive/competitive strategies (SO)

Inoffensive strategies that focus on internal strengths and external opportunities, the following strategies are presented at below:

- ✓ Huge promotion for Borobudur destination, according to the program of Ministry of Tourism.
- ✓ Open The Borobudur Temple, and other attraction place during pandemic with healthy protocol.
- ✓ There will be an increase in tour packages and activities that become the main attraction. (Borobudur Temple, Svarga Bumi, Punthuk Setumbu, and Bukit Rhema).
- ✓ The existence of job opportunities, it can reduce unemployment and the welfare of the tourist village also increases
- ✓ Improve English language skills due to foreign tourist visits

#### 2) Diversification strategies (ST)

In diversification strategies that focus on the internal strengths and external threats, the following strategies are presented, below:

- ✓ overcome the economic gap due to the large number of tourist visits to the Borobudur temple, then promote other tourist attractions that are also interesting to visit
- ✓ Increase the number of trash, so that the environment is kept clean
- ✓ Borobudur area one of the five super priority destination categories, so it can cause a lot of crime to tourists, the solution is to increase security by providing CCTV and security officers

#### 3) Overview strategies (WO)

In the revising strategies emphasizing on the internal weaknesses, and external opportunities to address weaknesses facing on Borobudur Area:

- ✓ To improve the quality of tourism, people need to receive training in the tourism sector so that they can open up new jobs
- ✓ Training for homestay owner, is very important because it does not only build physical, but also builds the community's ability to manage. Then, improve skills not only digital and online aspects, but also create creative content to promote.
- ✓ The Ministry of Public Works and Public Housing (PUPR) is ready to build uninhabitable houses (RTLH) in the Borobudur National Tourism Strategic Area (KSPN) into homestays. Through the Self-Help Housing Stimulant Assistance Program (BSPS). The existence of the homestay development is expected to support the quality of tourism services, especially the provision of

accommodation for tourists and improve the community's economy.

#### 4) Defensive strategies (WT)

In this strategy, focus on Internal weakness and external threats, that's following strategies are:

- ✓ PT Taman Wisata Candi (TWC) Borobudur, Prambanan & Ratu Boko (Persero) as the area manager has simulated the implementation of health protocols since July 1, 2020. Tourists who will visit are arranged from the point of arrival to the exit of the Borobudur and Ratu Boko Temple Areas.
- ✓ Increase the promotion of tourist visits other than to Borobudur temple, such as: Bukit Rhema, Svarga Bumi etc.
- ✓ Actively involve the community to ensure that the impact of preserving Borobudur Temple remains sustainable. One of them is the role of students to deepen their study of the Borobudur area so that a sense of belonging to this area grows. Thus, a sense of responsibility will grow to care for and preserve this heritage for future generations.

## VI. CONCLUSION

In 2019, Indonesia and even the whole world experienced a Corona virus pandemic, thereby reducing the progress of the tourism world, including the Borobudur area.

Borobudur is one of the world's most impressive temples and a UNESCO World Heritage Site. In 2018, Borobudur is one of five Super Priority Tourism Destinations to be promoted at large. It features stunning Buddhist temple architecture, and it is located in Magelang, Central Java, Indonesia.

In 2019, Indonesia and even the whole world experienced a Corona virus pandemic, thereby reducing the progress of the tourism world, including the Borobudur area. Inoffensive strategies that focus on internal strengths and external opportunities, promotion for Borobudur destination, according to the program of Ministry of Tourism, and open The Borobudur Temple, and other attraction place during pandemic with healthy protocol.

In diversification strategies that focus on the strengths and the threats, Borobudur area one of the five super priority, so it can cause a lot of crime. Provide CCTV and security officers to reduce the crimes. Kept the environment clean with increase the trash.

In Overview Strategies, on the internal weaknesses, and external opportunities to address weaknesses, to improve the quality of tourism, people need to receive training in the tourism sector, training for homestay owner, also the Ministry of Public Works and Public Housing (PUPR) is ready to build uninhabitable houses (RTLH).

In Defensive Strategies, focus on weakness and threats, the attractive plas in Borobudur area, will open, and it has to implementation of health protocol, increase promotion besides Borobudur Temple, namely Bukit Rhema, Svarga Bumi etc.

## ACKNOWLEDGMENT

We want to say thank you to our informants, Mr. Andreas and Mrs. Retno Danumurti who gave information for our journal.

## REFERENCES

- [1]. A Mustika, MK Aditya . 2018. *SWOT analysis of rural tourism development: case study of Kampung Tajur, Purwakarta..* Proceedings of the 2nd International Conference on Tourism, Gastronomy, and Tourist Destination (ICTGTD 2018). Advances in Economics, Business and Management Research. Jilid: 52. Penerbit: Atlantis Pres
- [2]. Christiani, Brahma Widhi dan I Made Adikampana."Potensi Dan Strategi Pengembangan Taman Hutan Raya (Tahura) Ngurah Rai Sebagai Produk Ekowisata", Jurnal Destinasi Pariwisata, Vol.2 no.1, 2014. ISSN. 2338-8811
- [3]. Wedatama, A. A., & Mardiansjah, F. H. (2018). Pengembangan Homestay Berbasis Masyarakat dan Pemanfaatan teknologi Informasi pada Kampung Homestay Borobudur. Jurnal Pengembangan Kota. Vol 6 (2): 135-143. DOI: 10.14710/jpk.6.2.135-143
- [4]. Prahara, Haris. 2021. *5 Destinasi Wisata Super Prioritas Indonesia*, Traveloka.com. 25 Maret 2021
- [5]. I Ketut Surya Diarta1. 2017. *Promotion Strategy of Borobudur World Cultural Heritage Site for International Tourists*.OJS Udayana Journal Of Social and Humanity. Vol. No. 2.
- [6]. Bonnici, Tanya Sammut and David Galea. 2015. *SWOT Analysis*. Willey Encyclopedia Management. Vol. 12.
- [7]. Dimitri, Nicole and Biljana Petresvka. 2019. *Challenges For Rural Tourism Development In North Macedonia*. Journal Of Apply Economics and Business. Vol 7, Issue 4
- [8]. I Gusti Ayu Oka Suryawardani., Agung Suryawan Wiranatha, I Gusti Raka Purbanto, Vilas Nitivattananon. 2020. *Identification Tourism Products And Services Provided At The Rural Tourism Destinations In Bali*. International Journal of Economics and Financial Issues, Vol. 1 no. 1 (2020); pp 65-85
- [9]. Arismayani, I Ketut, , I Made Sendra, , I Ketut Suwena, , Made Budiarsa, I Made Bakta, I, Gede Pitana. 2019. *Tourism Villages' Development in Bali, Mass or Alternative Tourism?* Journal of Tourism and Hospitality Management. Vol 7. No. 2.
- [10]. Utami, Mira Maulani, HER Taufik, and Widya Nur Bhakti. 2019. *Village Tourism: Implementation Of Communitybased Tourism*. International Conference of Organizational Innovation (ICOI 2019) Copyright © 2019, the Authors. Published by Atlantis Press Advances in Economics, Business and Management Research, volume 100 537.
- [11]. Magelang Regency. *BPS-Statistics of Magelang Regency (Magelang Regency in Figures; BPS Kab. Magelang: Mungkid, Indonesia, 2020; ISBN 2338-8048*. Available online: <https://bit.ly/3pWQ6kx> (accessed on 8 December 2020).

- [12]. Kustiani, Rini. 2021. *Pandemi Covid-19 Bikin Kunjungan Candi Borobudur Anjlok 3,3 Juta Wisatawan*. Tempo.com
- [13]. Susanto, Eko. 2021. 5 Destinasi Wisata di Sekitar Candi Borobudur dan Harga Tiketnya. Detik travel.