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The potentials of homestay development: A SWOT analysis from a case study

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ABSTRACT: This paper aims to analyze the strengths, weaknesses, opportunities, and threats to develop homestays. A direct survey was administered to five homestays in Indonesia from May to June 2021. The results were assessed following a SWOT approach. The findings showed that some strengths of the homestays included the rate, meal/private space, location, and the natural atmosphere of the tea garden. The weaknesses included lack of cleanliness/hygiene/sanitation, hospitality attitude, local wisdom, private access, and proactive attitude. The opportunities for developing homestays included the regency government financial support, tourism contest, internet access, tourism activists' awareness, none of the tourist's accommodation around the village, the nature of homestay business, tourists' lifestyle, and none of the accommodation substitution. The threats to the development of the homestays were economic instability, higher tourists' expectations of hygiene and sanitation, and local government's dependence on financial support. The community needs financial support and hospitality ability. The paper contributes to the need for a multidisciplinary approach for homestay development and the analysis offers the data to determine its strategy.

Keywords: Rural Tourism; The Potential for Developing Homestay; SWOT Analysis; Sustainability.

1 INTRODUCTION

The COVID-19 crisis has transformed tourism needs to green tourism and local job creation. The government of Indonesia, for example, has supported green tourism by developing tourism villages. The tourism village development relates to eco-tourism where tourists can enjoy local daily activities, the natural beauty of the village, fresh air, and many outdoor activities. Tourism villages also generate job opportunities, such as culinary and accommodation businesses. While the tourists travel, they need food and accommodation, and homestays could be popular accommodation in tourism villages. They are operated by the local community, and the homestays' owners cater meals for the guests. They also sometimes provide traditional snacks and souvenirs. Homestay development has the potential to leverage the community's wellbeing and togetherness during the tourist's vacation and might create a positive emotional connection between tourists and homestay owners' families. This is the initial phase of sustainability, such as the possibility of tourists revisiting or giving positive recommendations to their friends.

The living experience of tourists affects community values with regard to tourism (Ngo & Pham 2021), such as the change of homestay owner attitude. The changing attitude can be in the form of keeping the environment clean, such as providing trash cans around the homestays. This experience provides an insight to homestay owners that adequate trash cans must be provided for visitors, and it has influenced the owners to follow good habits of keeping the environment clean by throwing

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garbage into the trash cans (Sen & Walter 2020). Sharma and Sarmah (2019) found that a factor that influences cleanliness in tourism destinations is tourist-host engagement.

For tourists, their engagement with the host family or homestay owner may foster local culture learning (Rai et al. 2021), such as language or food (Torii et al. 2020). The mutual understanding among cultures creates good relations that can eliminate negative thoughts about a particular culture and even create mutual respect among cultures (Kwon 2021). Even though staying in the homestays is cheaper than the hotel, homestays could be a family's favorite lodging (Jiang & Yin 2021) if they have strategic locations, provide adequate facilities, and are managed by friendly hosts (Ly et al. 2021).

Rural tourism contributes to regional growth and development (Shone et al. 2016). Developing a homestay is a crucial driver of setting strategy (Uchiyama & Kohsaka 2021) in tourism villages and the inner area, such as creating derivative business for tourists (e.g., food and souvenir businesses). These businesses can increase income and raise new job opportunities (Forleo & Palmieri 2019). Since homestay development serves several roles in the economic, socio-cultural, and environmental sectors (KC 2021), it is essential to have an insight into the potential for homestay development. By having an insight on the potential for developing homestays, homestay owners might pay more attention to tourists' needs for better experiences while staying in their homestays. Therefore, in terms of destination management, this framework can be a tool for supporting the policy-making of local government (Zahra 2010). Consequently, it could assist in strengthening the quality of homestays, and give the local community the authority to develop homestays (Bramwell 1994). Since the previous works have focused on applied external analysis at micro levels, this paper attempts to analyze the potentials for developing homestays through SWOT analysis, including external analysis at macro levels. We conducted a case study in Pondok Rawa Village in Dusun 2, Tourism Village of North Tugu in Bogor Regency, by analyzing the strengths, weaknesses, opportunities, and threats to homestays in the area (Battisti et al., 2013; Braun & Amorim 2015; Demir et al. 2016; Patnaik & Poyyamoli 2015). This paper attempts to answer the following research question: What are the strengths/weaknesses/opportunities/threats of homestay development?

2 LITERATURE REVIEW

2.1 Homestays

Homestays are small lodgings in rural tourism where a tourist can stay in a part of the local community house for rent (Rai et al. 2021). It is an accommodation in a community-based tourism initiative (Sen & Walter 2020). The tourists usually stay for several days for several motives (Guttentag 2015), such as value for money (lower rate, better services and facilities, good accessible location, cleanliness, and hospitality attitude), learning opportunities (to experience local culture and make new friends), novelty (to acquire unique experience and to receive a personalized recommendation from homestay owner) (Chen et al. 2011; Kong et al. 2020; Kwon 2021; Ly et al. 2021; Sen & Walter 2020; Torii et al. 2020)

Homestays can provide a private room, an entire place, and a shared room (Jiang & Yin 2021). They have some rooms including a reception room, a pantry, a restroom, and bedrooms. The private rooms for guests are a restroom and bedrooms. Other rooms, like reception and pantry, are shared where guests and homestay owners can interact with each other. However, those rooms must be cleaned regularly by disinfectant according to the CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) Standard. The guests' experiences determine the guest's intention of revisiting or giving positive recommendations to their friends (Kim & Park 2015; Ly et al. 2021).

Kwon (2021) argued that from the guests' staying in a homestay arises network relationality, which covers temporary belongingness, a sense of empathy, technological connection, and relations area. The temporary belongingness comes from the mutual interaction between the guests and the homestay owner. The bonding practices could emerge from sharing moments during breakfast or any occasion, such as playing a traditional music instrument, which can impact on a greater belongingness if the guest's motive is learning local community culture (Rawat 2018). Meanwhile,

a sense of empathy relates to positive feelings both in tourists and homestay owners. The positive feeling could be formed from the prior communication via social media, for example, while making a reservation (Jovicic 2019). It is a mediator to smooth face-to-face interaction later (Marques & Gondim Matos 2020).

Like other types of businesses, homestay development is strongly influenced by environmental aspects. Harrison and Enz (2005) and Yogi et al. (2007) stated that the environment influences the development of homestays at macro levels and micro levels. The macro level environment includes economic, political, socio-cultural, technological, and ecological influences. Meanwhile, the environment of the micro-level adopts Porter's five forces (Fitzsimmons et al. 2014), which include competitive rivalry among industries (number of competitors, rate of industry growth, industry capacity), potential new entrance (barriers to entry, brand equity, capital requirements), bargaining power of customers (buyer's price sensitive, threats of substitutes (buyer propensity to substitute, buyer switching costs, product substitution), and bargaining power of suppliers (presence of substitute inputs, threat of forwarding integration, uniqueness of inputs).

2.2 SWOT analysis

SWOT analysis is widely applied for assessing rural tourism to formulate a strategic vision. This approach analyzes internal and external analysis (Forleo & Palmieri 2019; Okumus et al. 2010). The internal analysis estimates strengths or weaknesses and the external analysis appraises the opportunities or threats (Braun & Amorim 2015; Demir et al. 2016; Kc et al. 2014; Patnaik & Poyyamoli 2015; Uchiyama & Kohsaka 2021). The external analysis is at the macro and micro levels.

1. Strength and weaknesses: the internal analysis

The internal analysis assesses factors of rate, services/facilities, accessibility, cleanliness, hospitality attitude, ability to experience local culture, ability to make new friends, ability to acquire a unique experience, and ability to receive a personalized recommendation from the homestay (Guttentag 2015).

2. Opportunities and threats: the macro-level of the external analysis

The macro-level external analysis included economic, political, socio-cultural, technological, and ecological influences (Harrison & Enz 2005). Economic refers to the economic stability globally, regionally, and nationally. Political context includes local government policies because they are responsible for planning and developing tourism destinations (Ruhanen 2013), especially through decentralization implementation (Churugsa et al. 2007). In some cases, however, the government involvement in the planning process may create a stressful community environment that reduces community participation (Jordan et al. 2013; Shone et al. 2016). It is the local community participation that is important to achieve successful tourism planning (Marzuki et al. 2012). The government is an inhibitor for sustainable development if it lacks understanding of the tourism (Zahra 2010) and the creative approaches applied (Beaumont & Dredge 2010). Various studies show that tourism activities create jobs for the community and achieve wellness (Churugsa et al. 2007; Jordan et al. 2013; Ma et al. 2020; Slocum & Backman 2011; Suntikul et al. 2016). However, the radical transformation of local communities, such as changes in livelihoods from farmers to workers in the tourism sector, become problems for the local community in terms of their socio-cultural context (Luo & Bao 2019). Technological impact refers to elaborating the availability of technology (e.g., internet access, electricity). Ecological influence refers to the existence of environmental activists who care about protecting the environment. If there are no environmental activists, this is an opportunity for tourism destinations that don't take care of the environment and vice versa.

3. Opportunities and threats: the micro-level of the external analysis

By adopting Porter's five forces model, the study assessed opportunities and threats regarding (1) competitors, (2) barriers to entry in the homestay's business, (3) bargaining power of customers (e.g., buyer price sensitivity), (4) threats of substitutes product or service, and (5) bargaining power of supplier (Fitzsimmons et al. 2014).

3 METHODS

The survey responses were the object of qualitative analysis by the SWOT (strengths, weaknesses, opportunities, and threats) approach. The primary data were collected by making direct observations of Pondok Rawa Village, direct interviews with tourism activists and homestay owners, and taking photographs as documentation. Furthermore, the collected data were recorded and grouped according to the SWOT analysis framework. The study was conducted from May 12 to June 7, 2021. Figure 1 describes the framework of the study.

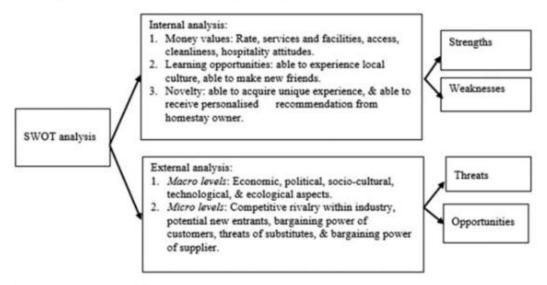


Figure 1. Framework of the study.

Five homestays in Pondok Rawa Village in Dusun 2, North Tugu Tourism Village in Bogor Regency were used as a case study. Figure 2 shows a homestay and its surrounding. The participants are homestay owners, females, aged 38 to 45 years old. Their formal educational backgrounds were Senior High School (1 person) and Elementary School (3 persons).



Figure 2. A homestay and its surrounding of Pondok Rawa Village.

4 RESULTS AND DISCUSSION

4.1 Strengths and weaknesses of the internal analysis

Homestays in Pondok Rawa Village have several strengths regarding money value in terms of rate, service and facilities, access, and novelty in terms of acquiring a unique experience. The local government (the Village Head), tourism activists, and the homestay owners decided a reasonable price for homestay's rate. In terms of services and facilities, each homestay plans to cater meals and provide a private facility for a sitting room, bedroom, bathroom, and in—out access. There are only

the living room, dining room, and kitchen that is shared (Jiang & Yin 2021; Ministry of Tourism and Creative Economy 2020; Rai et al. 2021). This can facilitate communication between guests and homestay owners to satisfy cultural learning and making friends (Ly et al. 2021; Ngo & Pham 2021; Torii et al. 2020). It is consistent with Kwon (2021) that the interaction will lead to network relationality arising, which covers temporary belongingness, a sense of empathy (Rawat 2018), technological connection (Jovicic 2019), and relations area (Marques & Gondim Matos 2020). In terms of access, Pondok Rawa Village is not far from the main road towards Puncak (around \pm 500 m). The guests' novelty satisfaction could also be completed by acquiring a unique experience of enjoying the natural beauty of the village and the tea gardens activities.

Kampung Rawa Village has weaknesses of money values in terms of cleanliness and hospitality attitude, learning opportunities in terms of experiencing local culture and making new friends, and novelty in terms of receiving a personalized recommendation from homestay owner (Guttentag 2015). On the money values of cleanliness, the homestays and their surroundings need to improve their cleanliness, for example, by providing more garbage bins. Since post-pandemic guests are concerned with regard to health and hygiene (Sharma & Sarmah 2019), this condition is the weakness. Regarding hospitality, the homestay owners need to improve their attitude, such as improving friendliness towards visitors. In terms of learning opportunities, guests search for novelty while they are staying in the homestays, such as experiencing local culture and making new friends. Unfortunately, the homestays are built and decorated without elevating local wisdom, and the homestays provide separate access for guests. This hampers the interaction between guests and the homestay owner's family. In terms of novelty, homestay owners tend to be quiet and were still hesitant to chat with guests. There was a lack of interaction between the owners and the guests. The owners were not proactive in initiating the conversation with the guests. These weaknesses must be corrected to improve the positive experience for guests so that the guests will have the intention to re-visit (Kim & Park 2015; Ly et al. 2021).

4.1.1 Opportunities and threats: the macro-level of the external analysis

The opportunities at macro levels cover political, socio-cultural, and technological aspects. In the political aspect, local government can give the financial assistance to renovate homestays, such as supporting homestays in Pondok Rawa Village to develop as tourist destinations (Jordan et al. 2013; Ruhanen 2013). The local government support contributes to the success of the homestay development (Beaumont & Dredge 2010; Churugsa et al. 2007; Ma et al. 2020; Marzuki et al. 2012; Zahra 2010). Furthermore, the local government could organize competitions, such as the tourism village video contest. The local government provides an interesting reward for the winner. The competition aims to strengthen a sense of pride in their village (Suntikul et al. 2016). Regarding the socio-cultural aspect, the existence of tourism activists who look after the homestays is an opportunity for the homestay community to enhance the community's ability to manage homestays. In terms of technological aspect, the availability of internet network access is an opportunity for Pondok Rawa Village to promote their homestays visually through social media, facilitate interaction of potential guests with the existing guests, and maintain the promotion to attract other guests to visit the homestays (Jovicic 2019).

The first threat at the macro levels of external analysis is the economic aspect. The COVID-19 pandemic is influencing the tourism business because the people cannot visit places freely due to health restrictions. The second threat is an ecological aspect. The homestay owners have not maintained the cleanliness of the homestays and the surrounding. In post-pandemic conditions, tourists search for a clean place for vacation (Sharma & Sarmah 2019). They have much higher expectations of high hygiene standards (The Conservation 2021). The homestays community should be encouraged to be aware of cleanliness through community service activities which have been carried out once a month. They must focus on hygiene standards that guests are expected to covet.

4.1.2 Opportunities and threats: the micro-level of the external analysis

The opportunities at micro levels are at the point of competitive rivalry within the industry, potential new entrance, bargaining power of customers, and the threat of substitution. In terms of competitive

5 CONCLUSION AND IMPLICATIONS

The research provides conclusions of the strengths, weaknesses, opportunities, and threats of homestays in Pondok Rawa Village. The homestays had some strengths in terms of their moderate rate, meals, private spaces, facilities, strategic location, and the unique natural atmosphere of the tea garden. However, the homestays had weaknesses including their cleanliness, hygiene, sanitation, hospitality attitude, low local wisdom, private access at the homestay for the guests, and lack of proactive attitude shown by the owners. Meanwhile, there are some opportunities which include fund support from the local government to renovate homestays, tourism contests, internet access availability, and tourism activists' awareness on homestays development. There are also some threats to the homestays including unstable economic conditions, tourists' higher expectation of hygiene and sanitation, and local government's dependence on financial support. The homestays' community needs fund support and hospitality improvement. This study only discusses the weaknesses, strengths, opportunities, and threats aspects of homestay development using a qualitative approach. A future study could apply a quantitative approach to determine the homestay business positioning in Kampung Rawa.

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