

Revised_The Potential for Developing Homestay: A SWOT Analysis A Case Study

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The Potential for Developing Homestay: A SWOT Analysis A Case Study

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ABSTRACT: This paper aims to analyze strengths, weakness, opportunities, and threat to develop homestay. The direct survey to 5 homestays in Indonesia was conducted in May to June 2021. The results were assessed following a SWOT approach. The strengths are rate, meal/private space, location, and the natural atmosphere of the Tea Garden. The weaknesses are lack of cleanliness/hygiene/sanitation, hospitality attitude, local wisdom, private access, and proactive attitude. The opportunities are the regency government financial support, tourism contest, internet access, tourism activists' awareness, none of tourist's accommodation around the village, the nature of homestay business, tourists' lifestyle, and none of accommodation substitution. The threats are economic instability, higher tourists' expectation of hygiene and sanitation, and Local Government' dependence on financial support. The community needs financial support and hospitality ability. The paper contributes the need for a multidisciplinary approach for homestay development and the analysis offers the data to determine its strategy.

1 INTRODUCTION

The COVID-19 crisis transforms tourism needs to green tourism and local job creation. Indonesia Government supports the 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 village also generates job opportunities such as culinary and accommodation business. While the tourists travel, they should need food and accommodation. Homestays are popular accommodation in tourism village. They are operated by the local community. The homestays' owners cater meals for the guests. They also sometimes provide traditional snacks for souvenirs. Homestay development has potentials to leverage the community wellbeing and togetherness during the tourist's vacation might create a positive emotional connection between tourists and homestay owners' family. This is the initial phase of sustainability, such as: the possibility of tourist's re-visit or they will give positive recommendations to their friends.

Living experience with tourists affects community values on tourism (Ngo and Pham 2021) such as the change of homestay owner attitude. The changes attitude can be in the form of keeping the environment clean, for example the homestay owner noticed that guests were looking for trash cans to throw trash. This experience provides insight to homestay owners that adequate trash cans must be provided, and they can be influenced to follow good habits of throwing garbage in the trash cans (Sen and Walter 2020). Sharma and Sarmah (2019) found that a factor that influence cleanliness in tourism destination is tourist-host engagement.

For the tourists, the engagement between tourists and the family of homestay owner is foster local culture learning (Rai et al. 2021), such as language, or foods (Torii, Fruja Amthor, and Murray 2020). The mutual understanding among cultures creates good relations. This relations eliminates negative thoughts about a particular culture and even creates mutual respect among

cultures (Kwon 2021). Since The price of the homestay is cheaper than the hotel, completed adequate facilities, an easily accessible location, and managed by a friendly host (Ly et al. 2021), homestay become a family's favourite lodging (Jiang and Yin 2021).

Rural tourism contributes regional growth and development (Shone, Simmons, and Dalziel 2016). Developing homestay is a crucial driver of setting strategy (Uchiyama and Kohsaka 2021) in tourism village and inner area, such as creating derivative business for tourists (e.g. food and souvenirs business). These businesses can increase income and raise up new job opportunities (Forleo and 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 on the potentials for development homestay. By having an insight on the potentials for developing homestay, homestay owner might pay more attention on tourists' needs for tourist's better experiences while staying in their homestay. Therefore, in the point of destination management, this framework can be a tool for supporting policy making of local government (Zahra 2010). Consequently, it could assist to strengthening the quality of homestay, and so give the local community the authority for being the subject in the process for developing homestay (Bramwell 1994). Since the previous works have focused on applied external analysis at micro levels, this work analyses the potentials for developing homestay through SWOT analysis include external analysis at macro levels. We take a case study in Pondok Raw:10 village in Dusun 2, Tourism Village of North Tugu which is in Bogor Regency. The analysis is to iden:13 S(Strengths), W(Weaknesses), O(Opportunities), and T(Threats) (Braun and Amorim 2015; Battisti et al., 2013; Demir et al., 2016; Patnaik and Poyyamoli 2015). In summary, the research questions are given as following:

- a. What are the strengths of homestay development?
- b. What are the weaknesses of homestay development?
- c. What are opportunities of homestay development at macro levels?
- d. What are opportunities of homestay development at micro levels?
- e. What are the threats of homestay development at macro levels?
- f. What are the threats of homestay development at micro levels?

2 LITERATURE REVIEW

2.1 Homestay

Homestays are small lodging 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 Community Based Tourism (Sen and Walter 2020). The tourists usually stay in several days. The tourists choose homestay for several motives (Guttentag 2015) such as money values (lower rate, better services and facilities, good accessible location, cleanliness, and hospitality attitude), learning opportunities (able to experience local culture, able to make new friends), Novelty (able to acquire unique experience, able to receive personalized recommendation from homestay owner) (Chen, Chen, and Lee 2011;Kong, Loi, and Xu 2020; Kwon 2021; Ly et al. 2021; Sen and Walter 2020; Torii et al. 2020)

Type of ho:11 stay is various. There are private room, entire place, and shared room (Jiang and Yin 2021). In Indonesia, Ministry of tourism and creative economy (2020) states that the room of homestay consists of reception room, pantry, rest room, bedroom. The private rooms for guests are rest room and bedroom. Other rooms (reception, pantry) are shared where guests and homestay owner can interact each other. However, those rooms must be cleaned regularly by disinfectant according to the CHSE (Cleanliness, Health, Safety and Environmental Sustainability) Standard. The homestay owner does their best to facilitate the guests, because the guests' experiences determine the guest's intention of re-visit or suggest positive recommendations to their friends. If the guest has positive experiences, they tend to stay at the same homestay in the next occasions (Kim and Park 2015; Ly et al. 2021).

Kwon (2021) found that during the guests stay in a homestay there will arise 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 be emerged from sharing moment during having breakfast or playing a traditional music instrument. This will be greater if the guest's motive is for learning local community culture or living like a local community (Rawat 2018). A sense of empathy relates to positive feeling both in tourists and homestay owners. Recently, the positive feeling could be formed from the prior communication via social media for example while making reservation (Jovicic 2019). It as a mediator to smooth face-to-face interaction later (Marques and Gondim Matos 2020).

As 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 that influences the development of homestays is at macro levels and at micro levels environment. The macro levels environment includes economic, political, socio-cultural, technological, and ecological influences. For the micro levels environment adopts Porter's five forces (Fitzsimmons J.A., et al., 2014) that includes 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), bargaining power of suppliers (presence of substitute inputs, threat of forward integration, uniqueness of inputs).

2.2 SWOT Analysis

SWOT analysis is widely applied for assessing rural tourism to formulate a strategic vision. This approach analyses both external and internal analysis (Forleo and Palmieri 2019; Okumus et al. 2010). The external analysis could be assessed in two groups. There are at macro and micro levels. The external analysis appraises the opportunities or threats, and the internal analysis estimates strengths or weaknesses (Braun and Amorim 2015; Demir et al. 2016; Kc, Stainback, and Chhetri 2014; Patnaik and Poyyamoli 2015; Uchiyama and Kohsaka 2021).

The macro level external analysis includes economic, political, socio-cultural, technological, and ecological influences (Harrison and Enz 2005) which are connected to homestay development in North Tugu Tourism Village. The influence of economic refers to the economic situation globally, regionally, and nationally. The indicator could be economic growth, interest rates, inflation, exchange rates, or trade deficits (Harrison and Enz 2005). The political context includes laws, regulations, and policies that is provided by the government. The governments at all levels might have responsibility for, and involvement in tourism destination planning and development (Ruhanen 2013) especially through decentralization implementation (Churugsa, McIntosh, and Simmons 2007). However in some cases the government involvement in planning process may create a stressful community environment that reduce community participation (Jordan et al. 2013; Shone et al. 2016). It could be the threats due to local community participation is important to achieve successful tourism planning (Marzuki, Hay, and James 2012). The government was an inhibitor for sustainable development if it has a lack of understanding of tourism (Zahra 2010). Since the government don't have the knowledge of it, they could not measure the development progress. Moreover, for each tourism destination, the government has the challenge to apply different approaches. (Beaumont and Dredge 2010). Various studies show that tourism activities create jobs for the community and achieve the wellness (Churugsa, McIntosh, and Simmons 2007; Jordan et al. 2013; Ma, Dai, and Fan 2020; Slocum and Backman 2011; Suntikul et al. 2016). However, the radical transformation changes of local communities, such as changes in livelihoods from farmers to workers in the tourism sector is going to be some problems for the local community in term of socio-cultural context (Luo and Bao 2019). Technological impact refers to human knowledge about product and services and the way they are made and delivered. In macro level of external analysis, the study elaborates the availability of technology that is used in managing homestay, such as internet access, electricity, and other electronic appliances. Ecological influence refers the existence of environmental activists who care about protecting the environment. When there are no environmental activists, this is an opportunity for tourism destinations that don't really take care of the environment. However, if there are many environmental activists, this condition is a threat. For tourism destination that has environmental awareness, the existence of

competitions related to environmental protection will be an opportunity to show the achievements of environmental cleanliness in their area.

The micro level internal analysis is adopted Porter's five forces model. It assesses competitive rivalry within industry that factors are potential new entrants (barriers to entry, brand equity, capital requirement), bargaining power of customers (buyer price sensitivity, customer volume, information asymmetry), threats of substitutes (buyer propensity to substitute, buyer switching costs, product substitution for service), and bargaining power of supplier (presence of substitute inputs, threat of forward integration, uniqueness of input) (Fitzsimmons, J.A. et al., 2014). Internal analysis assessed factors of rate, services/ facilities, accessibility, cleanliness, hospitality attitude, ability to experience local culture, ability to make new friends, ability to acquire unique experience, ability to receive personalized recommendation from homestay).

3 METHODS

The survey responses were the object of qualitative analysis in accordance with the SWOT approach. It is useful to extrapolate the internal strengths/ weaknesses and the external opportunities/ threats. The data consisted of secondary and primary data. Secondary data of Pondok Rawa Village was obtained through social media, namely YouTube. The North Tugu Tourism Village has already managed a website called SIDARA, but when this research was carried out, the website could not be accessed. Primary data of homestays in Pondok Rawa Village was carried out by making direct observations to Pondok Rawa Village, and direct interview the tourism activist and homestay owners and taking photographs. A homestay and its surrounding are on figure 2. Furthermore, the collected data is recorded, and grouped according to the SWOT analysis framework. The study was conducted on May 12 to June 7, 2021. The framework of the study is shown in figure 1.

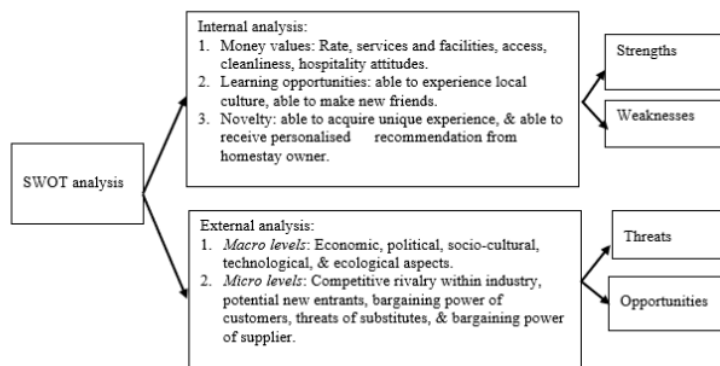


Figure 1 The framework of SWOT analysis the potential for developing homestay.



Figure 2. A homestay and the scenery in Pondok Rawa Village

Pondok Rawa Village is in Dusun 2, North Tugu Tourism Village in Bogor Regency. Pondok Rawa Village is currently developing five homestays. The five homestays were used as a case study. The homestay owners are females and have been living in Pondok Rawa Village for 20 years. The participants' age are from 38 to 45 years old. A participant is Senior High School background, and three participants are Elementary School background.

4 RESULT AND DISCUSSION

Strengths

Homestays in Pondok Rawa Village have several strengths regarding money value in term of rate, service and facilities, access, and Novelty in term of acquiring unique experience. *Rate*, the local government (the Village Head), Tourism Activists, and the homestay owner decide the rate plan of Rp.230.000 IDR for two pax include three times meals (breakfast, lunch, and dinner) for one night. It is reasonable price. So, the rate is the strength. *Services and facilities*, the advantages are meals facilities that are provided by the guests. Each homestay also caters a private facility for sitting room, bedroom, and bathroom, in-out access. There are only the living room, dining room, and kitchen that is shared (Jiang and Yin 2021; Ministry of tourism and creative economy 2020; Rai et al. 2021). It is good to facilitate communication between guests and homestay owner to satisfy learning of culture and making friends (Ly et al. 2021; Ngo and Pham 2021; Torii et al. 2020). It is consistent with Kwon (2021) that the interaction will arise network relationality, which covers temporary belongingness, a sense of empathy (Rawat 2018), technological connection (Jovicic 2019), and relations area (Marques and Gondim Matos 2020). *Access*, homestays program that is in Pondok Rawa Village is not far from the main road towards Puncak (around \pm 500 m). *Novelty*, the guests' Novelty satisfaction could be completed by acquiring unique experience of enjoying the natural beauty of the village and the tea gardens activities.

Weaknesses

Kampung Rawa Village has the weaknesses of money values in term of cleanliness and hospitality attitude, learning opportunities in term of experiencing local culture and making new friends, and Novelty in term of receiving personalized recommendation from homestay owner (Guttentag 2015). *The money values of cleanliness*, the study found that homestay and its surroundings need cleanliness improvement. There is only a garbage bin in the homestay which is put in the kitchen. The guest is difficult to throw out garbage. And there is no garbage bin in the surrounding of the homestay. Since in post-pandemic guests concern of health and hygiene (Sharma and Sarmah 2019), this condition is the weakness. In term of *hospitality attitude*, the homestay owner shows less friendly. We conclude that it is the weakness of hospitality. *Learning opportunity*, guests search for novelty while they are staying in the homestay such as experiencing local culture and making new friends. Unfortunately, the homestay is built and decorated without elevating local wisdom and homestays provides separate access for guests. This hampers the interaction between guests and the homestay owner's family. *Novelty*, homestay owners tend to be quiet and still hesitate to chat with guests. They have lack of confidence to share information to the guests. If the guest asks, they will answer but there is no proactive attitude. These weaknesses must be corrected, to get a positive experience for guests, and the guests have the intention to revisit (Kim and Park 2015; Ly et al. 2021).

Opportunities at macro levels

The opportunities at macro levels cover political, socio-cultural, and technological aspects. *Political aspect*, local government is supporting the financial assistance to renovate homestays is a local government support to develop homestays in Pondok Rawa Village at the planning stage at a tourist destination (Jordan et al. 2013; Ruhanen 2013). The local government support contributes to the success of homestay development (Beaumont and Dredge 2010; Churugsa, et al. 2007; Ma, et al. 2020; Marzuki et al.2012; Zahra 2010). Furthermore, the local government also organizes competitions. It is the Tourism Village Video Contest. The local government provides an interesting reward for the winner. Competition aims to strengthen a sense of pride on their village (Suntikul et al. 2016). *Socio-cultural aspect*, the existence of tourism activists who cares of homestay is an opportunity for the homestay community to enhance community ability to manage homestay. *Technological aspect*, the availability of internet network access is an opportunity for Pondok Rawa Village to promote their homestay visually through social media, facilitate interaction with potential guests when guests will stay, are staying, or after staying at their homestay (Jovicic 2019).

Opportunities at micro-levels

The opportunities at micro levels are in the point of competitive rivalry within industry, potential new entrance, bargaining power of customers, and threat of substitution. *Competitive rivalry within industry*, in the North Tugu Tourism Village, there is no lodging yet. The only accommodation for rent is a villa owned by non-local resident. It is known as a wooden house because it was built by wood. It is in Dusun 2. Since there are not any competitors, there will be an opportunity for managing homestays (Fitzsimmons J.A., et al., 2014). The absence of lodging in the North Tugu Tourism Village and tourism attraction in Dusun 1 and Dusun 3 is an opportunity to manage a homestay in Pondok Rawa Village. By empowering the people of Pondok Rawa Village to manage homestays, tourists who enjoy tourism activities in Dusun 1 and Dusun 3 can spend the night in the homestays (Rai et al. 2021; Mon and Walter 2020). *Potential new entrance*, building a homestay requires a large amount of fund. The more expensive the capital required, the more difficult for other people to enter the business. This is an opportunity for homestays in Pondok Rawa Village, considering that the local people of Pondok Rawa Village are among those who receive welfare funds to renovate their residences (Harrison and Enz 2005 and Yogi et al. 2007). *Bargaining power of customers*, living in a homestay is a family favored (Jiang and Yin 2021), it is generated from the lifestyle of today's people is to travel to the countryside to get a natural atmosphere. In this case, developing homestay is an opportunity. *Threat of substitution*, in Dusun 2, there are campsites. Staying in the campsite is cheaper than staying in a homestay. The tourists who stay in homestay may rent the tent at the same time for recreation. The existence of campsite is the opportunity for homestay' owners.

Threat at macro-levels

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

Threat at micro-levels

The study found that the threat at micro-levels in Pondok Rawa Village was bargaining power of supplier. In term of supplier bargaining power, the regency government is the only stakeholder who supports the homestays community to renovate their houses.

5 CONCLUSION AND IMPLICATIONS

In recent years rural tourism have slowly enlarged to provide new and a wide range of services integrated with existing tourism activities. Within this process, the study concerns the potential for developing homestay in Pondok Rawa Village. The strengths in homestays' development in Pondok Rawa Village are moderate rate, meals and private spaces facilities, easy reached location, and the unique natural atmosphere of the tea garden. The weaknesses are cleanliness, hygiene, and sanitation, hospitality attitude, low local wisdom applied, private access at the homestay for the guests, and lack of proactive attitude. The opportunities are Local government fund support to renovate homestays, tourism contest, internet access availability, tourism activists' awareness on homestays development. Finally, the threats are Unstable economic condition, higher tourists' expectation of hygiene and sanitation, and local Government' dependence on financial support. Homestays community needs fund support and hospitality ability improvement. This study only discusses weaknesses, strength, opportunities, and threats aspects of homestay development by qualitative approach. The future study could apply quantitative approach to determine the homestays in Kampung Rawa position to decide the adequate strategy to achieve sustainable homestay development.

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