Strategies For The Development Of Borobudur Temple Tourism Area In Magelang Regency

Sucihatninsigh Dian Wisika Prajanti, Himawan Arif Sutanto, Teguh Hadi Prayitno, Ngatindriatun, Yoris Adi Maretta

Abstract: Tourism is one of the fastest growing industries in the world. As a service industry, this sector has contributed and hold strategic roles in the development of national economy, the development of region, and the improvement of community welfare. This study aimed to examine strategies for the development of Borobudur Temple tourism area. The data in this study were analyzed using SWOT analysis, namely by analyzing external factors (opportunity and threat) and internal factors (strengths and weaknesses), creating External Factor Evaluation matrix, and Internal Factor Evaluation matrix. Once the analysis was done, the strategies for the development of Borobudur Temple tourism area were in Quadrant 1, and supported Aggressive strategies. It meant that the development of Borobudur Temple area were in the favorable situation. For more, the applicable strategy for this destination was by supporting aggressive policies (growth oriented strategy) through improving and maintaining the available strengths as well as utilizing any opportunities.

Index Terms: Temple, Borobudur, SWOT, Magelang.

1 INTRODUCTION

According to the World Tourism Organization (UN-WTO), tourism is one the fastest growing industries in the world. It can even be the major source of state revenue. Besides, tourism contributes various effects for a nation, such as jobs to help local economy revitalization. This is in line with Nazmfar et. al. (2019) who state that currently tourism is considered as one of the main pillar of the world economic trade, and many experts even say that this sector is the major pillar of development. In fact, tourism is the most complex business in many countries. It also has many advantages, such as jobs, foreign exchange attraction and currencies value increase as well as strengthening infrastructures. Its role is increasingly important along with its development and contribution through earning foreign exchange, regional income, regional development, investment and labor absorption as well as business development spread over Indonesia (LPEM, 2018).

In the past ten years, tourism has been one of potential sectors that is able to increase GDP (World Travel and Tourism Council, 2015). According to Law No. 10 of 2009 concerning tourism, tourism is various tourism activities and is supported by various facilities and services provided by the business community, government, and local government. The law also states that tourism is an integral part of national development that is carried out systematically, planned, integrated, sustainable, and responsibly by still providing protection for religious values, cultures in the community, sustainability and environmental quality, and national interests (RI Law, 2009). Based on the report of 2017 Travel & Tourism Competitiveness Index released by World Economic Forum (WEF), Indonesia tourism competitiveness has showed rapid increase, namely from 50th in 2015 to 42nd in 2017 (WEF, 2017).

As a service industry, tourism has provided contribution and strategic roles in national economy development, regional development, and increase in community welfare by donating foreign exchange, contributing to Gross Domestic Product (GDP), and creating jobs. Besides, tourism also has some roles in social, culture, and environment in the framework of preserving natural and cultural resources, enhancing the love of the motherland, and strengthening national unity (Renstra Kemenpar, 2015). Another role played by tourism sector is to sustain the nation’s cultures, the appreciation of art, tradition, and nation’s culture wealth. For more, in the aspect of environment, tourism can promote any products and services from the nature and sea. It can also be an effective instrument for the preservation of culture and traditional arts and culture. Tourism industry in Indonesia is a commodity that should be developed and promoted as a means of encouraging economy growth, so it would significantly influence community economy. Kartajaya and Sapa (2013) in their book entitled Tourism Marketing, present that Indonesia tourism is in the developing phase and has wide open growth potentials given that there is a lot of resources in Indonesia that has not been maximally utilized.

![Figure 1. Foreign Tourist Visits](source: Ministry of tourism (2019))

Based on the above picture, it is known that foreign tourists visits keep increasing compared to the previous year. It gives positive signal for the development of Indonesia tourism. However, one thing to concern is the existence of foreign tourists who relatively have low consumption. On the one hand, one of tourism destinations that is categorized in National Strategic Tourism Area based on RIPPARNAS 2010-2025 is Borobudur Temple. It means that Borobudur is considered as an area which has the major function as a tourism destination or has potentials to develop national tourism with significant influence on many aspects, such as economy growth, socio-culture, natural resources empowerment, by carrying capacity of the environment, as...
well as defense and security. Borobudur Temple is one of the leading tourism in Magelang Regency. This temple is well known as a Buddhist cultural heritage and designated as World Heritage by UNESCO. Besides, Guinness World Records of London also officially recorded Borobudur Temple as the biggest Buddhist archaeological site in the world. After its declaration as KSON, Borobudur Temple area continues to improve to increase tourist visits, especially foreign tourists in order to boost foreign exchange earnings, but until now the visits of foreign tourists in Borobudur are relatively in small number. Within a year, the number of tourists visiting Borobudur Temple averagely reaches 2.5 million people. However, the number of foreign tourists are only 250 thousand people. “Even though Borobudur Temple and Angkor Wat are UNESCO World Heritage Site, they have different management, and even Borobudur is left behind both in terms of popularity, and number of tourists. In details, Borobudur only reaches 250 thousand of foreign tourists, while Angkor Wat reaches 2.6 million or 10 times bigger than Borobudur,” said Arief (Minister of Tourism of the Republic of Indonesia) during his speech in Seminar Legenda Borobudur in Yogayakarta Province (Wicaksono, 2019). According to Yoeti (2006), generally there are four groups that which attract tourists to visit a country in a particular tourist destination, namely: natural attraction, build attraction, cultural attraction, and social condition.

2. METHODS

The approach used in this study was qualitative descriptive using SWOT analysis technique. Rangkuti (2009:18) states that SWOT is realized by systematized identification of various factors to formulate company strategies. This analysis is based on logics to maximize strength, and opportunities, and in the same way to minimize weakness, and threats. This decision making process was done by comparing external factors (opportunities and threats), and internal factors (strengths and weaknesses) to formulate strategies (strategies planning) as an effort to design long-term strategies.

3. RESULTS AND DISCUSSION

General description of Borobudur Temple tourism
Borobudur is a Buddhist temple located in Borobudur Village, Borobudur Sub-district, Magelang Regency, Central Java, Indonesia. Its location is approximately 100 km away from Semarang City, 86 km from Solo City, and 40 km from Daerah Istimewa Yogayakarta. The temple was designated as one of the world’s heritage by UNESCO in 13th of December 1991 with the number of 348, and updated to No. C 592 year 1991. With this designation, Borobudur becomes a large laboratory for education and multi-disciplinary researches as well as a pilgrimage place for Buddhists.

<table>
<thead>
<tr>
<th>External Opportunity</th>
<th>Weights</th>
<th>Ratings</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Borobudur Temple has officially been recorded as the largest Buddhist temple archaeological site</td>
<td>0.2</td>
<td>4</td>
<td>0.8</td>
</tr>
<tr>
<td>2. Borobudur Temple has been designated as the 3rd place world’s iconic adventure by National Geographic</td>
<td>0.1</td>
<td>4</td>
<td>0.4</td>
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<tr>
<td>3. It has regular international scale event, such as Borobudur Marathon, Jazz Music Festival</td>
<td>0.1</td>
<td>3</td>
<td>0.3</td>
</tr>
<tr>
<td>4. Borobudur is used as a religious tourism(Buddhist)</td>
<td>0.1</td>
<td>3</td>
<td>0.3</td>
</tr>
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</table>

Source: asianews.it

Borobudur temple has also been recorded officially with claim number of 396-198 in the Guinness World Record in London, UK on June 27, 2012 as the largest Buddhist archaeological site in the world. Besides, National Geographic has also designated Borobudur in the 3rd place of the world’s Iconic Adventure. The intricate design and details of the Borobudur temple with its rich relief of stories and philosophies, and its grandeur are not inferior to the popularity of Machu Picchu in Peru and Petra in Jordan (Fajar.co.id)

SWOT analysis

SWOT analysis was used to determine strategies for the development of Borobudur Temple tourism area. It was done by analyzing external factors (opportunities and threats), and internal factors (strengths and weaknesses) through External Factor Evaluation (EFE) matrix, and Internal Factor Evaluation (IFE) matrix. According to Rangkuti (2009) the ratings for each factor is 4 (outstanding) to 1 (poor) considering the influence of such factor on the condition of Borobudur tourism development. In details, rating for the factors of strengths and opportunities (the higher the rating, the point given was close to 4, the lower the rating, the point given was close to 1). Meanwhile, for the factors of weaknesses and threats (the higher the rating, the point given was close to 4, the lower the rating, the point given was close to 1). Next, the researchers multiplied weight and ratings to obtain scores. Based on the results of the study, the researchers arranged the following EFE and IFE matrices.
External | Weights | Ratings | Scores
---|---|---|---
5. The availability of New Yogyakarta International Airport in Kulonprogo | 0.2 | 4 | 0.8
6. The availability of various tourist destinations around Borobudur area, such as Tourism Villages, and Puntuk Setumbu, as well as other destinations | 0.1 | 2 | 0.2
7. Borobudur Temple tourism object provides opportunities for the development of economy potential by its surrounding villages in form of typical food processing, and service businesses | 0.1 | 2 | 0.2
8. The use of the internet (social media) attraction as a means of promoting tourism around Borobudur area | 0.1 | 4 | 0.2

| Total | 3.4 |

Threat

| Weights | Ratings | Scores |
---|---|---|
1. Many foreign tourists are unwilling to stay the night around Borobudur. | 0.2 | 4 | 0.8 |
2. Many sellers force the tourists to buy their goods | 0.1 | 3 | 0.3 |
3. The existence of crime which causes tourists feel insecure | 0.1 | 3 | 0.3 |
4. Magelang Regency is less famous, so foreign tourists do not know that Borobudur is located in Magelang Regency, Central Java Province | 0.1 | 2 | 0.2 |
5. The non-optimal condition of Asia and US market management | 0.2 | 3 | 0.6 |
6. The existence of zero dollars tourism | 0.2 | 3 | 0.6 |
7. The existence of vandalism done by tourists (climbing the wall, stupa, and others) | 0.05 | 1 | 0.05 |
8. Limited capacity of Borobudur | 0.05 | 1 | 0.05 |

| Total | 2.7 |

| Difference in Opportunity-Threat | 0.7 |

Based on the above table, the external factors in the development of Borobudur Temple tourism area contributed opportunity factors of 3.4, and threat of 2.7 so that the difference in both aspect was 0.7 or could be said as positive. It described that opportunity factors were still more prominent than threat with regards of developing Borobudur tourism area. Meanwhile, the internal factors of strengths gained 3.2 score, while weaknesses gained 2.9 score so that the difference in both factors was 0.3 or positive. It meant that strength was still more prominent than weakness in terms of developing Borobudur Temple tourism area.

**Table 2. IFE Matrix**

| Internal | Weights | Ratings | Scores |
---|---|---|---|
**Strengths**
1. Borobudur Temple has been designated as one of the world’s heritage by UNESCO | 0.2 | 4 | 0.8 |
2. The existence of Tourism Villages around Borobudur Temple area | 0.1 | 3 | 0.3 |
3. The existence of local wisdom and ecotourism which contribute to typical and potential attractions | 0.2 | 3 | 0.6 |
4. The availability of homestays around Borobudur Temple area | 0.1 | 4 | 0.4 |
5. The existence of International scale hotels which sometimes are booked by international figures or artists | 0.1 | 4 | 0.4 |
6. Appropriate transportation to Borobudur | 0.1 | 3 | 0.3 |
7. The existence of local artists who support the cultural development around Borobudur Temple area | 0.1 | 2 | 0.2 |
8. Abundant local crafts and foods | 0.1 | 2 | 0.2 |

| Total | 3.2 |

**Weakness**

| Weights | Ratings | Scores |
---|---|---|
1. Tourists who visit Borobudur usually tend to visit the temple only, and have not yet visited other destinations | 0.1 | 3 | 0.3 |
2. There is a lack of human resources in the field of business management, and language. Also, there is negative ethics practiced by business actors in offering goods and services, especially those who are is range 1 | 0.15 | 4 | 0.6 |
Based on the Figure 2, it was known that Borobudur Temple tourism was in the Quadrant I, meaning that it supported aggressive strategies. It also meant that the development of Borobudur Temple was in a beneficial situation. This finding is in line with Sanjaya (2018) who did a study with the topic of community-based tourism development in Kementul Village, Semarang Regency. His study shows that the development of the tourism was in the Quadrant I. Thus, the appropriate strategy to apply for this condition is to support aggressive policies (growth oriented strategy) by improving and maintaining available strengths, and utilize any opportunities. Moreover, some strategies which are applicable for the development of Borobudur Temple tourism are as follows:

**SO Strategy**
SO strategy was a strategy implemented in the development of Borobudur Temple tourism area by improving available strengths and utilizing opportunities, such as (1) adding more international scale events (2) adding more local culture-based night attractions so that tourists are interested in staying at Balkondes and hotels near Borobudur area, (3) inviting endorser to conduct a special report of Borobudur Temple tourism area so that the information of Borobudur tourism is spread over international community, (4) maintaining European tourist market so that they do not move to other destinations, and improve Asia, US, and Middle East market through digital promotion, (5) improving personal selling, direct marketing through Word of Mouth (WOM), direct contacts, world’s tourism expo, and exhibition, cultural mission, and distribution of catalog or annual tourism events calendar, and sending overseas email.

**ST Strategy**
This strategy was used to avoid or reduce the effects of external threats on Borobudur Temple tourism area. They were manifested in (1) supervision of foreign tourists’ transactions to make sure they spend their money for Indonesia goods or services, (2) supervision of foreign people business license. It is aimed at avoiding any fraud done by foreign tourists in terms of using payment instruments that is not valid in Indonesia or payment done through financial institution other than Indonesia’s, (3) improvement of Borobudur security to make tourists feel comfortable and safe during their visits, (4) optimization of national and international publication regarding the location of Borobudur Temple in Magelang Regency by inviting blogger, foreign media, and campaign hashtags (#Borobudur magelang), (5) optimization of social media by uploading tourism destinations which are good to be spread over international community, (6) increasing POKDARWIS and Borobudur tourism area so that the information of Borobudur tourism is supposed to be packaged nicely so that the characteristics of local area are exposed, (5) optimizing promotion by involving various parties, such as Kadin (heads of departments), AISATA, HIPMI, tourism agents, social media, and digital platform, (6) increasing POKDARWIS and Borobudur surrounding community English skills to facilitate them in communicating with foreign tourists, and to make the tourists feel comfortable, (7) integrating Borobudur temple branding into other tourism destinations in Central Java. It can be done by creating a tourism package which covers religious and cultural tourism visits, (8) improving the credibility and effectiveness of promotion media, including advertising, sales promotion, personal selling, and overseas direct marketing.

**WO Strategy**
This strategy aimed at minimizing internal weaknesses by utilizing external opportunities for the development of Borobudur tourism. The strategies are such as (1) developing infrastructures to facilitate access to Borobudur Temple area so that tourists can reach all tourism area easily, (2) providing Borobudur Temple tourism map at airports. It is related to the ease of access for tourists, especially the foreign ones who would like to visit Borobudur Temple area, (3) functioning Balkondes or village economy agency as an ideal homestay. This needs to be done since tourists need a place to have a rest. To do so, international standard homestays are needed to attract the tourists to lodge, (4) conducting typical traditional art performances. The performances should adopt local cultures so that tourists would be attracted. These are supposed to be packaged nicely so that the characteristics of local area are exposed, (5) optimizing promotion by involving various parties, such as Kadin (heads of departments), AISATA, HIPMI, tourism agents, social media, and digital platform, (6) increasing POKDARWIS and Borobudur surrounding community English skills to facilitate them in communicating with foreign tourists, and to make the tourists feel comfortable, (7) integrating Borobudur temple branding into other tourism destinations in Central Java. It can be done by creating a tourism package which covers religious and cultural tourism visits, (8) improving the credibility and effectiveness of promotion media, including advertising, sales promotion, personal selling, and overseas direct marketing.

**WT Strategy**
This strategy is a tactic to survive by reducing internal weaknesses and avoiding threats, including (1) coordination between relevant agencies, namely Magelang Regency, Central Java Province and the Central Government for the development of the Borobudur temple area to avoid overlapping policies, (2) coordination between Magelang Regency Tourism Office, Central Java Tourism Office, and Ministry of Tourism aimed at optimization, (3) the provision of convenience for local and foreign tourists in making non-cash payment so that transactions can be made before arriving at

<table>
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<tbody>
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<td>3. The majority of foreign tourists in Borobudur is backpacker, namely tourists who do not spend large amount of money</td>
</tr>
<tr>
<td>4. Unintegrated tourism map and potentials with Ahmad Yani airport in Semarang</td>
</tr>
<tr>
<td>5. The lack of infrastructure to reach tourism objects, such as narrow road</td>
</tr>
<tr>
<td>6. The unavailability of proper transportation to tourism objects around Borobudur</td>
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<tr>
<td>7. Difficult water source, especially during summer season</td>
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<tr>
<td>8. The minimum activities at night around Borobudur Temple area which attract tourists to spend and enjoy the night</td>
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</tbody>
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<tr>
<td>0.2</td>
<td>3</td>
<td>0.6</td>
</tr>
<tr>
<td>0.1</td>
<td>3</td>
<td>0.3</td>
</tr>
<tr>
<td>0.05</td>
<td>3</td>
<td>0.15</td>
</tr>
<tr>
<td>0.05</td>
<td>2</td>
<td>0.1</td>
</tr>
<tr>
<td>0.05</td>
<td>1</td>
<td>0.05</td>
</tr>
<tr>
<td>0.2</td>
<td>4</td>
<td>0.8</td>
</tr>
<tr>
<td>total</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>Difference in strength - weakness</td>
<td>0.3</td>
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4. CONCLUSIONS
Based on the SWOT analysis it can be concluded that the Borobudur Temple tourism area still has the potential to be developed by implementing aggressive main strategies. Infrastructure development especially accessibility is very important for the development of the Borobudur Tourism Area which can have an economic impact on the surrounding community. In addition, attractions need to be made based on local wisdom and staged at night to attract tourists to spend the night and stay longer in the Borobudur Temple Area. For more, this destination also needs to increase promotion through various social media, campaigning #borobudurmagelang. The last, more international events that can attract foreign tourists are needed with hope to increase foreign exchange earnings.

REFERENCES