

Homestay development strategy at Yeh Gangga Beach tourist destination Tabanan-Bali

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Abstract: Yeh Gangga Beach is one of the tourist destinations in Tabanan, which has many attractions at affordable prices. Accommodation in this destination is unique with the traditional design and a lot of environmental activities. The main problems in this accommodation (homestay) are marketing and operation. Many tourists seem unfamiliar with the accommodation, which results in limited market reach. In addition, unstandardized operations have made the performance low and unable to provide maximum tourist satisfaction. This study aims to determine the right strategy for developing homestays and destinations with a local community-based strategy based on tourist characteristics, motivations, and analyzed results. This study used qualitative data collection such as interviews (homestay owners and village officials), observation, questionnaires, and documentation study. By knowing the internal factor (Strength, Weaknesses) and external factors (Opportunity and Threat) of the homestays will be found the strategy to improve the standard of the homestay in Yeh Gangga Beach. Based on observation, questionnaires and interviews with stakeholder and the SWOT analysis indicated as follows: 1). Homestays at Yeh Gangga beach need promotion, this can be done with doing a collaboration with travel bureau who works for a tour package and digital marketing via social media. 2). To obtain a legal license in building homestay, this needs the government involved. 3) In order to meet good administrative or improve management standard requires training or workshop from organizations that are experts in homestay or accommodation administration. 4) Focus Group Discussion (FGD) of homestays owners, village officials, and academics to improve homestays and destination standards. 5) To form a tourism awareness group (POKDARWIS) that will be more responsible for the sustainability of all tourism activities, including homestays as a component of tourism in Yeh Gangga and also beach cleanliness. 6) Create new products with better quality and competitive prices such as special souvenirs to show the characteristic of Yeh Gangga Beach. 7) Community synergy to tackle the waste problem.

Keywords: accommodation, homestay, strategy, Yeh Gangga Beach

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Introduction

Based on data from the Indonesian Central Statistical Agency or Badan Pusat Statistik (BPS), the tourism sector is the most affected by the COVID-19 pandemic. The pandemic stopped people who planned to travel for a while for purposes of recreation (Wibowo et al., 2017) and (Pitanatri, 2020). The number of foreign tourists that visited Bali was only nine in April 2021, and all of them came through I Gusti Ngurah Rai Airport. This visit decreased by 96.70% compared to April 2020 (y-on-y), with a decline in Bali's economic growth of -10.98% and the second quarter of 2020 or a decrease of -16.67% (y-on-y) (BPS Provinsi Bali, 2020). The Bali BPS officially released an employment indicator in the form of an open unemployment rate for August 2020 at 5.63%. This number increased dramatically compared to August 2019, which was only 1.57%. As a result, Bali, which was famous for being ranked first nationally with the lowest unemployment rate before the Covid-19 pandemic, shifted to rank 18 out of 34 provinces in Indonesia due to the impact of the Covid-19 Pandemic (BPS Provinsi Bali, 2019).

The colossal impact caused by the pandemic on the tourism sector has forced most people who work in this sector to adapt and change their lives. The economic growth contraction due to

the impact of the pandemic has robbed the Balinese private consumption rate, which directly took away their ability to have a proper life. The pandemic has been affecting all tourist destinations in Bali, for example, Yeh Gangga Beach. Yeh Gangga Beach locates in Tabanan, Bali. Tabanan Regency locates in the southern part of Bali Island, which has an area of 839.33km² or 14.90% of the total area of Bali Province, while the area of Yeh Gangga is 180 hectares (1.8 Km² or 0.21% of the Tabanan Regency area.

Yeh Gangga Beach has been a local tourist destination for decades. However, since October 2017, the Tulus Lobster restaurant has been established with affordable prices and great food, thus providing value and increasing tourist visits from domestic and foreign tourists. The increase in the number of tourists became an idea for the head of Village Head at that time, Mr I Wayan Winda, to gather community leaders and investors outside Yeh Gangga Village to provide other tourist facilities. New tourist facilities like horse riding, adventure tours with ATV cars, culinary festivals, tracking trails, traditional "Jukung" boat rides, rubber boats, children's playgrounds such as swings and slides, and sea turtle conservation since 2014, Santosa. BNK,2022. There are some potential creativity attraction such as art market, handicraft, art performance, scenery and accommodation in this village, Wisnawa,IMB. et all,2015. The attractions on Yeh Gangga Beach have not significantly increased the number of visitors. The comparison of tourist visits to Yeh Gangga Beach with the overall number of tourists visiting several tourist objects in Tabanan, Bali, such as Tanah Lot Beach, Bedugul Botanical Gardens, Lake Beratan, Lake Buyan, and Lake Tamblingan), Jatiluwih shown in Table 1 below.

Table 1. Tabanan's Domestic and Foreign Visitors from 2018 to 2021

YEAR		2018	2019	2020	2021	
TOURIST DESTINATION	Tanah Lot	Domestic	1,490,855	1,289,606	406,112	271,020
		Foreign	1,844,967	1,507,520	211,545	5,838
	Bedugul	Domestic	1,055,829	1,152,183	490,038	417,590
		Foreign	527,903	552,819	84,151	1,489
	Jatiluwih	Domestic	49,380	67,707	46,520	51,092
		Foreign	227,809	246,736	46,756	1,704
	Others	Domestic	71,936	54,412	13,318	7,792
		Foreign	83,788	96,441	10,866	176
	SUBTOTAL	Domestic	2,667,460	2,563,908	956,018	747,494
		Foreign	2,684,467	2,403,516	353,318	9,207
TOTAL		5,351,927	4,967,424	1,309,336	756,701	

(Source: Tabanan Tourism Official, 2022)

Table 2. Yeh Gangga Beach's Domestic and Foreign Visitors from 2018 to 2021

YEAR	Domestic	Foreign	Total
2018	20,475	4,456	24,931
2019	25,300	5,100	30,400
2020	7,645	765	8,410
2021	5,215	525	5,740

(Source: Village Official Data, 2022)

The tables show the number of tourists visiting Yeh Gangga Beach compared to the total number of tourists visiting Tabanan Regency, from 2018 to 2021 in annual, averagely only 0.62% visit Yeh Gangga Beach even though the facilities that potential tourism destination has.

Accommodation is a mandatory facility in complementing tourist destinations. Accommodation can be in the form of hotels, villas, bungalows, homestays, and lodging. Accommodation's facilities also have to meet standard and maintained to fulfil a quality living space for the tourists. The following data is a data from Tabanan Tourism Regulator about listed accommodations in Tabanan Regency.

Table 3. Listed Accommodation in Tabanan from 2018 to 2021

YEAR	Listed Accommodation
2018	255
2019	374
2020	374
2021	253

(Source: Tabanan Tourism Official, 2022)

Table 3 shows that the listed accommodations in Tabanan Regency in 2019 increased by 46.7% compared to 2018. In 2020 the number of accommodations stayed at 374 accommodations because the pandemic had hit Indonesia in March 2020, and the pandemic decreased listed accommodations by 32.4% in 2021.

Three hotels and three homestays were available at Yeh Gangga Beach before the pandemic. However, due to the pandemic, three hotels are forced to close for an indefinite time due to the absence of tourists, while homestays are still operating because they have a traditional management system with minimal operating costs. Some local tourists still used the homestay even with few visits.

The great attraction of Yeh Gangga beach is a good potential for homestay development. The accommodation available at the Yeh Gangga Beach destination after the COVID-19 pandemic was only the homestays, while hotels were still not operating at the time of the research. The potential strength of homestays on Yeh Gangga Beach is in the form of cheap labour, a large space area for development, and a nearby location to other tourist attractions such as Tanah Lot and the Subak Museum.

The capital (funding) to develop further is inadequate, and the lack of improvement concerned the owners about licensing. The opportunities for the development of homestays arise from the natural and cultural attractions and also experienced homestay owners that offer high-quality hospitality. The threats can be in the form of competition from other regions' homestays, licensing regulations that are still strict, and fear of global disease outbreaks such as pandemics, natural disasters and war.

The managerial problems are also experienced by these homestays such as marketing and operations. Homestay in this village is still less popular than in other famous places such as Kuta, Seminyak, and Legian. The lack of a marketing plan directly reduces the market for these Homestays. The operational standard to manage a homestay is also far from reach, making the services inadequate. The homestays cannot provide excellent services to ensure maximum satisfaction, which will lead to mouth-to-mouth marketing. In addition, unstandardized operations make owners unable to seek permits for their businesses, which makes the homestays lack legal protection from the authority.



(Source: researcher documentation, 2022)

Figure 1. One of Homestay in Yeh Gangga Village

Methodology

The data obtained from this research were collected by method, as follows:

- 1) Questionnaire: the data collected by preparing a complete questions list in advance to respond
- 2) Observation: direct observation to homestay to determine the internal and external situation in the field,
- 3) In-depth interview: question and answer directly to the owner of homestay, leader of community in Yeh Gangga Village under guardian interview to obtain the information.
- 4) documentation: collection data from the government (Tourism Office of Tabanan)

All the information related to the homestays such as the strength (funding, design, owner experience in hospitality industry, weaknesses (administration system leakage, no legal permit of homestay, some owner still using fund to build homestay), opportunity (crowded of Canggu Beach and Kuta Beach, location close to another tourist object), Threats (competitor, investor disobey village regulation, land ownership to investor, no tourism community (POKDARWIS) and then perform tabulation and analysis of data, discussion, write the conclusion and give suggestion.

Research on the Homestay Development Strategy at Yeh Gangga Beach started by identifying the problems of stakeholders and policymakers, such as the Head, Secretary, and Treasurer of the Village, with structured interviews so the researcher could be identified the main problems experienced by stakeholders and develop right strategies to allocate resources to solve problems and develop their homestays (Chartered Management Institute, 2020).

All the information collected will be reduced by categorizing, interpreting and presenting the conclusion. This study uses a SWOT analysis according to Rangkuti, 2008:31 External and Internal Data Collection. The model used at this stage consists of a matrix of external and internal strategic factors. Technically, the preparation of the External/Internal Strategic Factors Matrix (EFAS = External factors Analysis Summary; IFAS = Internal factors Analysis Summary) in this study follows the following steps: 1) Create a table consisting of five columns, compile a list containing external (opportunities and threats)/internal (strengths and weaknesses) in column 1, 2) Give each factor weight in column 2, ranging from 1.0 (very important) to 0.0 (very unimportant). All these weights scores must be 1.00 (100%). 3) These values implicitly indicate the percentage of the importance of that factor relative to other factors. A greater value means it is relatively more important than the other factors. For example, factor X is given a weight of 0.10 (10%) while factor Y is given a weight of 0.05 (5%). It means the X is considered more important.

This research uses the Strength Weakness Opportunity Threat (SWOT) analysis to identify problems from Internal and External factors. External data is obtained outside the organization in the form of opportunities (opportunities) and threats (threats), and internal data is obtained from an organization in the form of strengths (strengths) and weaknesses (weaknesses) (Sarsby, 2012). The analysis to find the best strategy for homestay development used two tools as SWOT Matrix and the SWOT Grand Strategy Matrix.

External/Internal Factors Analysis Summary

The external and internal factors will summarize with External Factor Analysis Summary (EFAS) and Internal Factor Analysis Summary (IFAS) to simplify the external and internal factors and relatively value them with each other (relative value) (Parmawati et al., 2020). Each point of factors also gets a rate based on the level of importance of the point from the range (1 (poor)–4 (outstanding)). The score is a combined value between relative value and the importance of factors with the equation (Rangkuti, 2016):

$$\text{Score} = \text{Value}_{\text{Relative}} \times \text{Rate} \quad (1)$$

The total score shows each point from the SWOT; each point becomes a factor and analyzes with The SWOT Grand Strategy Matrix, with an equation of the total score below (Rangkuti, 2016):

$$\text{Total}_{S/W/O/T} = \sum \text{Score} \quad (2)$$

The SWOT Grand Matrix

In the research of (Birrul et al., 2020) and (Parmawati et al., 2020), the SWOT Grand Strategy Matrix provides homestays management relative position between its internal and external conditions and finds the best strategy to deal with the situation.

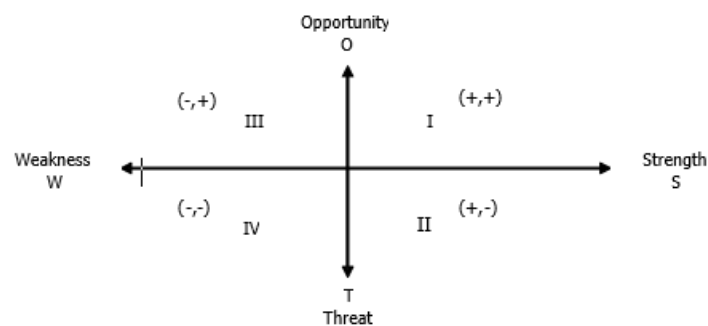


Figure 2. The SWOT Grand Matrix Strategy

Figure 1 shows four quadrants, with each quadrant shows a different strategy to implement (Nafi et al., 2017)

- Quadrant I
Strong competitive cause business has strength that outcome weakness with a growth market that offers a lot of opportunity.
- Quadrant II
Weak competitive position cause by internal factor is dominated by weakness, but has a market growth potential
- Quadrant III
Strong competitive cause business has strength that outcome weakness, but has a bad market growth potential
- Quadrant IV
Weak competitive position cause by internal factor is dominated by weakness and a bad market growth potential

The SWOT Matrix Strategies

The SWOT matrix is used to compile the strategic factors for the company and to clearly illustrate the influence of each SWOT section on the other (Citra Birru et al., 2022). The four SWOT matrix strategies are described as follows:

- Strategy Strength-Opportunity (SO) is a strategy for using strengths to take advantage of opportunities.
- Strategy Weakness-Opportunity (WO) is a strategy for minimizing weaknesses to take advantage of opportunities.
- Strategy Strength-Threat (ST) is a strategy of using strength to overcome threats.
- Strategy Weakness-Threat (WT) is a strategy to minimize weaknesses and avoid threats.

Results and Discussions

This research has been set as a qualitative method. After the data is collected, it will be done analysis and discussion in order to answer the problem and then the information obtained will be compared to the theory and concept of the strategy of homestay. Then to answer to the problem regarding the strategy will be performed SWOT analysis technique.

External factors are opportunities and threats; they can be potential growth in the market or factors that threaten the business and need to be mitigated (Muhtasom & Ab, 2019). All of those can be seen in the External Strategic Factors Analysis Summary (EFAS) in the following table:

Table 4. External (Opportunities) Strategic factors Analysis Summary (EFAS)

External Factor (Opportunities)	Value	Rate	Score	Comment
1. A shifting interest in tourists who love surfing to find remote beaches such as Yeh Gangga	0.05	3	0.15	Yeh Gangga Beach gain an attraction
2. Kuta, Seminyak, and Canggu start to be over-crowded and left	0.05	2	0.1	An opportunity for development
3. Some local investors have an interest in investing in homestays	0.2	4	0.8	Increase in number of homestays and quality services
4. The development of tourist attractions and other necessary infrastructure around Yeh Gangga	0.1	2	0.2	Increase in accessibility and amenities
5. Attractive beach and culture with an adequate amount of tourist attraction (privately managed) inside Yeh Gangga	0.2	4	0.8	A lot of great attractions
TOTAL	0.6		2.05	

Based on interviews with village officials, domestic and international tourists result. The biggest opportunity for homestays in Yeh Gangga Village is the beauty of the beach and culture that gives a new sensation and uniqueness compared to other accommodations in the south coast area. The high number of visiting tourists who stay in crowded areas such as Kuta and Canggu beaches is growing in this area due to tourist saturation. Based on information many local investors are looking at this type of accommodation. Local investors are a crucial part of the growth of accommodation cooperation with those who manage their homestays with community engagement, and the unique value of homestays can be maintained. Village officials stated that Ancillary in this area is also being built such as a parking lot to anticipate the growth of visitors both in homestays and Yeh Gangga Beach.

Table 5. External (Threats) Strategic factors Analysis Summary (EFAS)

External Factor (Threats)	Value	Rate	Score	Comment
1. The other villages' similar attractions become a competitor	0.05	1	0.05	Competition from other regions (same attractions)
2. Narrow road access is a difficult obstacle for specific transportation models	0.1	2	0.2	Access to main roads is narrow and has many potholes
3. There are newcomers/investors who disobey the regulations.	0.05	1	0.05	Weak regulations
4. Outside investors have acquired several potential areas in Yeh Gangga Traditional Village.	0.1	4	0.4	Foreign acquisitions are worried will eventually diminish the local culture
5. There is no tourism awareness group or Ke-lompok Sadar Wisata (Pokdarwis)	0.07	2	0.14	Management and regulations (ancillary)
6. Beach cleanliness to tackle garbage problems from the upstream river and the ocean	0.03	4	0.12	Reduced attractiveness
TOTAL	0.4		0.96	

Based on observations of public facilities in the destination and interviews with village officials, several threats can affect the level of visits from homestays in this area. The most critical threat is the acquisition of territory from outside investors who manage their assets privately without regard to local wisdom. This practice is harmful to the uniqueness that homestay offers. The difficulty of access due to this area being quite far from the city makes the road untenable to pass by large-scale vehicles such as buses and minibuses (medium to large), of course, this kind of thing closes the opportunity for massive visits. The low compliance with applicable regulations is due to the absence of a Tourism Awareness Group (POKDARWIS) that regulates, supervises, and enforces applicable regulations will endanger the future growth of the homestays. The waste from upstream and the waves reduces the hygiene and beauty of the scenery offered by the homestays.

Based on tables 4 and 5, the total score of each external factor is as follows, the opportunity value is 2.05, and the threat value is 0.96; thus, the total score for the external factor of the homestay business in Yeh Gangga Traditional Village is $2.05 + (-0.96) = 1.09$. The fast market growth presents many opportunities for the homestay business in Yeh Gangga; However, the threat happens due to the rapid change from the pandemic period to the normal-covid period. It needs attention to minimize losses.

Table 6 and Table 7 below are the internal factors of homestay (strengths and weakness) homestay at Yeh Gangga that relatively shows the competitiveness of homestays (Sianipar & Bernedeta Sitorus, 2022) in this area, which are the strengths and weaknesses presented in the Internal Strategic Factor Analysis Summary (IFAS) table.

Based on observations and interviews with homestay owners, foreign and domestic tourists. The biggest strength offered by this homestay is the quality of service that can be compared with star hotels because the homestay owners are former hoteliers who work in various star hotels in Bali. The design offered from this homestay is a typical traditional Balinese design with maintained hygiene with a range of facilities from adequate to luxurious. The labour for these homestays is also relatively cheap, far below the Tabanan minimum labour wages, and most homestays owner built the homestays using personal assets, so their homestays still survive in pandemic conditions.

Table 6. Internal (Strength) Strategic factors Analysis Summary (IFAS)

Internal Factor (Strengths)	Value	Rate	Score	Comment
1. Most of the funding is privately funded	0.15	3	0.15	Homestays survival and development will be better
2. Homestay is designed using traditional Balinese architecture with maintained cleanliness and adequate interior facilities	0.1	3	0.3	Great amonites with exciting attractions for foreign tourists
3. The homestay owner has substantial experience in the hospitality sector and is active in social activities	0.15	4	0.6	Consumers can feel the best combination of culture and hospitality services
4. Local workers relatively have cheap rates	0.1	2	0.2	Minimum labour cost
TOTAL	0.5		1.25	

Table 7. Internal (Weakness) Strategic factors Analysis Summary (IFAS)

Internal Factor (Weakness)	Value	Rate	Score	Comment
1. Only few people knew about homestays in Yeh Gangga	0.25	4	1	Lack of effective promotions
2. The administration system needs improvement	0.05	3	0.15	Only a few things recorded
3. Homestays still do not yet have a business license.	0.15	4	0.6	Business owners are unable to achieve too high a standard
4. Some homestay owners still use funds with quite a lot interest	0.05	2	0.1	Small amount but need a lighter financing
TOTAL	0.5		1.85	

Based on observation and interviews with homestay owners, and domestic also international tourists, a crucial weakness experienced by this homestay is the ineffective promotion so that only a few layers of the market are familiar with the homestays. Based on in-depth interviews, most guests know about this accommodation through word of mouth, so the market for this accommodation is slim. Not only that, the average homestay owners complain that there are strict rules for fulfilling legal permits that exceed the ability of a small to medium business such as homestays. Thus, it makes the owners reluctant to seek permits, all of the homestays in this area do not have permits. The traditional administrative system of recording, product quality management, and resources needs to be improved to support continuous development later on. Some homestay owners still use external funds with high interest so their profits are slim to ensure sustainable development for their assets.

Table 6 and 7 shows that the total score on the internal factor value of strength is 1.25 and the value of weakness is 1.85, so the total value of internal factors is $1.25 + (-1.85) = -0.6$. The strength value is relatively high because the homestays have strength in terms of quality which includes attractions, services, and design (Sood, 2016); however, homestays in this area still carry out conventional business activities, so they still need much improvement to take advantage of the market growth.

The SWOT Grand Matrix

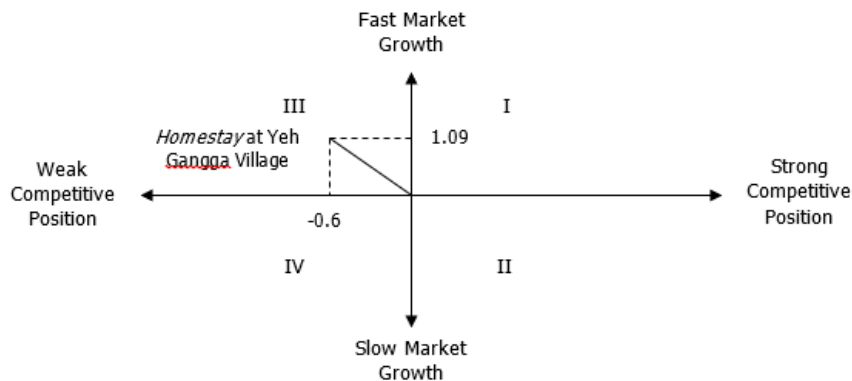


Figure 3. Homestays at Yeh Gangga Village SWOT Grand Matrix

The grand strategy matrix diagram shows the relative competitive position of homestays with the Strong/ Weak Competitive Axis (strength/ weakness) or on the internal factor is -0.6 and the Fast/ Slow Market Growth Axis (opportunity/ threat) is the opportunity - threat value of 1.09. Those values are met and show the position homestay.

Based on the data above, the homestay at Yeh Gangga is in quadrant III with the best strategy being to change the strategy to overcome weaknesses and exploit the opportunity from the growing market. Based on the explanation above regarding the internal and external factors of the homestays. It can be concluded that there are many internal weaknesses in this business such as promotion, management, permits, and finance that have not been overcome by the homestay owner so that their assets strengths cannot be used to take advantage of opportunities (growth on visitors, attractive destination, local investor interest, and infrastructure development) presented by the post-COVID-19 pandemic era.

This is different from research conducted by (Sugiman et al., 2013). The homestay has both positive values in market growth and competitive position, so the strategy for this kind of homestay is an aggressive strategy by utilizing opportunities with strengths that it has.

The SWOT Matrix

Homestay in the Yeh Gangga needs to evaluate its approach to the market seriously and aggressively, even though the tourism industry is still crawling due to the severe impact of the pandemic and the growth of other original beaches due to regional saturation in over-crowded tourism destinations, such as Kuta, Seminyak and Canggu. Homestay is still unable to compete aggressively and needs to improve its competitiveness. The strategy is to use strengths to cover or reduce weaknesses to take advantage and avoid threats to the homestays for further development and minimize losses. Those strategies can be seen in Table 8 below.

In this research, the variable to be observed for internal factor are: 1) funding in building and developing the homestay, 2) design of homestay, 3) the experience of homestay owner in hospitality industry sector and activity in social communities, 4) local employ availability, 5) the administration system in a homestay, 6) legal license of homestay, 7) promotion media utilize. For external factor are :1) the competitor in the other villages around Yeh Gangga who has similar attraction such as Kelating Beach, Kedungu Beach, Pasut Beach. 2) infrastructure to reach Yeh Gangga destination. 3) investors disobey village regulations. 4) external investors have acquired several potential areas in Yeh Gangga Village. 5) No tourism awareness group or Kelompok Sadar Wisata (POKDARWIS). 6) Cleanliness of beach problem. 7) Good wave for surfing and still quiet. 8) Local investors have an interest in building homestay. 9) Development of tourist attractions such as selfie photo sport, sea turtle observation, cultural attractions ie Kecak performance, Rejang dance, and culinary festival.

Table 8. Homestays at Yeh Gangga Village SWOT Matrix

Internal Factors	Strengths: <ol style="list-style-type: none"> 1. Most of the funding is privately funded 2. Homestay is designed using traditional Balinese architecture with maintained cleanliness and adequate interior facilities 3. The homestay owner has substantial experience in the hospitality sector and is active in social activities 4. Local workers relatively have cheap rates 	Weaknesses: <ol style="list-style-type: none"> 1. Only a few people knew about homestays in Yeh Gangga 2. The administration system needs improvement 3. Homestays still do not yet have a business license. 4. Some homestay owners still use funds with quite a lot of interest
External Factors		
Opportunities: <ol style="list-style-type: none"> 1. A shifting interest in tourists who love surfing to find remote beaches such as Yeh Gangga saturation of Kuta, Seminyak, dan Canggu area. 2. Kuta, Seminyak, and Canggu start to be overcrowded and left 3. Some local investors have an interest in investing in homestays 4. The development of tourist attractions and other necessary infrastructure around Yeh Gangga 5. Attractive beach and culture with an adequate amount of tourist attraction (privately managed) inside Yeh Gangga 	S-O Strategy <ul style="list-style-type: none"> • Increase marketing to sell the uniqueness of homestay architecture, facilities, and quality services. Beauty scenery of Yeh Gangga Beach with many tourist attractions and great heritage to attract surfer and tourist who has been overwhelmed (S2, S3, O1, O2, and O5) • FGD of homestay owners, village officials, and academics to improve homestays and destination standards (S1, O3, and O4) 	W-O Strategy <ul style="list-style-type: none"> • Workshop, training, and counselling, to solve critical weaknesses and improve the effectiveness of the homestays Homestay's inability to expand the market is due to its untenable weakness. (W1, W2, O3, and O4) • Upgrade standards and negotiate the standard to attain legality (W3, O3, and O4). • Funding to increase quality and business standard (W4 with O3)
Threats: <ol style="list-style-type: none"> 1. The other villages' similar attractions become a competitor Narrow Road access is a difficult obstacle for specific transportation models 2. There are newcomers/ investors who disobey the regulations. 3. Outside investors have acquired several potential areas in Yeh Gangga Traditional Village. 4. There is no tourism awareness group or Kelompok Sadar Wisata (POKDARWIS). 5. Beach cleanliness to tackle garbage problems from the upstream river and the ocean. 	S-T Strategy <ul style="list-style-type: none"> • Create new products with better quality and competitive prices (S2, S3, and S4 with T1) • FGD to form POKDARWIS to supervise, maintain, and coordinate community roles to improve homestays and destination standards (S3, T2, T3, and T4) • Community synergy to tackle waste problems (S3 and T5). 	W-T Strategy <ul style="list-style-type: none"> • Corporation with third parties to conduct promotion as a temporary strategy (W1 & T1)

Research Implication

The impact of this research is to identify problems encountered by homestays at Yeh Gangga beach using a qualitative method with SWOT analysis and find the best strategies to cope with them. In addition, this research also could be an example for another researcher in doing

research relating to homestays and SWOT analysis. The analysis showed that homestays in this area need improvements to overcome internal factors (weakness) and take advantage of market growth. Furthermore, there has to be an action to coordinate the community by creating an organization to manage the tourism destination that indirectly improves the development of homestays.

Conclusions

Based on questionnaires and interviews with stakeholder and the SWOT analysis indicated as follows: 1). Homestays at Yeh Gangga beach with third parties to conduct promotion as temporary strategy. This can be done with doing a collaboration with travel bureau who work for a tour package and digital marketing via social media. 2). To obtain a legal license in building homestay, this needs the government involved. 3) In order to meet good administrative or improve management standard requires training or workshop from organizations that are experts in homestay or accommodation administration. 4) Focus Group Discussion (FGD) of homestays owners, village officials, and academics to improve homestays and destination standards. 5) To form a tourism awareness group (POKDARWIS) that will be more responsible for the sustainability of all tourism activities, including homestays as a component of tourism in Yeh Gangga and also beach cleanliness. 6) Create new products with better quality and competitive prices such as special souvenirs to show the characteristic of Yeh Gangga Beach. 7) Community synergy to tackle the waste problem. However, further research needs to be done to find out a better strategy for developing homestays in Yeh Gangga.

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