Development of Borobudur Integrated Ecosystem to Improve Tourist Motivation Visit

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ABSTRACT

This paper discusses the development of Borobudur's integrated ecosystem to improve tourist motivation visit. The approach used is analyzing twenty papers related to tourist motivation, making synthesis, and producing a critical view for each related article, and using the keywords from each article to conduct a semi-structured interview. This research aims to increase Millennial tourists' length-of-stay by determining the tourists' motivation and the tourists' expectations before visiting Borobudur temple. The results show that the factors influencing tourists' visits are the perceived quality and perceived cost. The perceived quality is the quality of tourist services, destination appearance, and the emotional experience tourists expect to get. The perceived cost is the monetary and non-monetary cost tourists spend to visit. Perceived quality and cost will greatly influence tourists' behavioural intentions to visit or even revisit intention. This research focuses only on the Borobudur area and Millennials tourists visiting Borobudur in a window of time. This research timeline was January to March before the COVID-19 happened. The findings of this study will be useful for stakeholders and academics. The government could use this study to produce a thematic road map for the Borobudur area.

Keywords: Tourism Motivation, Tourist Visit, Tourist Destination, Borobudur.

1. INTRODUCTION

1.1. Travelling and Tourism Industry

Millennials are predicted to dominate the source of revenue and users for the tourism industry. Based on the UNWTO report (2016), The WYSE Travel

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Consideration Millennial Traveller research indicated that in 2014 young travellers spent an average of a total of USD 2,160 on their main trip. The total compares with an average of USD 1,097 per trip for international tourists in 2013.

Research says that most Millennials (77 per cent) prefer to travel within the country compared to abroad. Despite having a sufficient budget, Millennials still choose domestic tourism. Half the respondents also said the uniqueness of a tourist destination becomes an essential consideration in selecting a destination. The respondents were more interested in exploring various places in one city or region (68 per cent) than many cities but not exploring the whole. Millennials prefer to explore a city and the local culture in-depth (Agmasari, 2020).

Millennials use social media to plan their tour; they like to find the most efficient way to access information on the internet. Based on the findings, most tourists do not use the services of tour agents or travel experts. As many as 72 per cent of Millennials say they collect travel information from Instagram. Then other social media like YouTube (62 per cent) and Facebook (40 per cent). Both are equally important as a reference for Millennials in finding tourist information. The respondents often share travel information with others on social media or chat applications (47 per cent). While only 18 per cent shared travel information in person, this result shows how important social media is for Millennial tourism needs.

The report from Statista (2019) showed that revenue in Indonesia from the travel and tourism markets reached US$6,992m in 2019 and forecast it still increasing to US$8,311 in 2023. The revenue comes from vacation rentals, hotels, and the package holidays sector. The tourism industry users are also predicted to grow from 15.3 in 2019 to 16.6 in 2023 for package holidays.

The tourism industry is considered one of the largest and fastest-growing industries in the world. It generates revenue for a country and cultural wealth. It is also one of the most important economic engines for growth and development. UNWTO (2019) highlighted that leisure travel frequency increased from 50 to 56%, which shows that more people travel from one country to the other regularly.

Tourism has had a significant impact on the world's leading economies, an excellent source of income and employment for countries that receive more tourists. For this reason, countries have increased the investment in the tourism industry, experimenting with their campaigns and strategies to highlight the attractiveness of their primary destinations.

According to the WTTC report (2019), The tourism industry accounts for 10.4% of the world's GDP, making it one of the world's largest economic sectors. Tourism establishes itself as one of the fastest-growing industries globally, with 8.8 trillion US dollars, surpassed only by the manufacturing industry. Tourism is becoming one of the most profitable growth engines for the global economy. Based on the UNWTO report (2019), Tourism generates more than 5 billion US dollars a day.

According to the WTTC report (2019), tourism employs 319 million people and expects this figure to reach 421 million by 2029. This report means that tourism is a growing economic engine and an employment engine in itself. Over the past five years, 20 per cent of the world's jobs directly related to tourism. The effect is that ten per cent of the workers in the world are employed in the tourism sector.

Moreover, the growth of the tourism industry in Indonesia was also proliferating. The tourism industry grew by 7.8% in 2018–double the global average of 3.9 and Indonesia's broader economy, which grew by 5.1% last year. This industry contributed

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IDR 890,428 bn (USD 62.6 billion) and nearly 13 million jobs to the Indonesian economy.

Indonesia's tourism industry's demand and growth are still increasing that positively impacted economic growth in Indonesia. The Indonesian government, under the Ministry of Tourism and Creative Economic (KEMENPAREKRAF), plans a strategy program to improve the image, competitiveness, and contribution of tourism in supporting people's welfare and quality economic growth.

KEMENPAREKRAF supports this strategy with four pillars of tourism development. Namely: increased industrial competitiveness and tourism business ecosystems; increasing accessibility, amenities, attractions, and governance of tourism destinations; improving the quality of human tourism resources; strengthening the image of tourism and marketing diversification. In the end, KEMENPAREKRAF, through this strategy, determined five super-priority tourism destinations, namely: Lake Toba, Borobudur, Mandalika, Labuan Bajo, and Likupang.

1.2 Borobudur

According to the World Bank Selection report (2017), the Borobudur temple built in the 8th and 9th centuries, located in Borobudur, Magelang, Central Java. The Borobudur temple compound consists of three monuments, namely the Temple of Borobudur, Mendut Temple, and Pawon Temple. Borobudur's main temple is the largest Buddhist temple globally, with a 60,000-cubic meter monument.

Borobudur is built in three tiers. The temple base consists of a pyramid formed by five concentric square platforms, followed by a cone with three platforms. On the top is a monumental stupa (a mound-like structure containing Buddhist relics). Borobudur's walls and balustrades, covering a total surface area of 2,500 square meters, are decorated with reliefs depicting various Buddhist scenes.

Recognized as a world cultural heritage by UNESCO in 1991, made Borobudur an icon in Magelang Regency to attract tourists. Kementerian BUMN (2019) highlighted that the most significant revenue contribution to Magelang's tourism objects comes from tourists visiting Borobudur Temple. In 2015, as much as Rp 96.49 billion of the total revenue from the tourist attraction Magelang Rp 100.57 billion comes from Borobudur. The number of visitors reached 3.58 million, the majority of domestic tourists as many as 3.39 million or more than 90 per cent. Meanwhile, foreign tourists' visitor to Indonesia is 185,394 people.

Until today, Borobudur is still used for pilgrimage. Once a year, Buddhists in Indonesia celebrate Vesak (Buddha Day) at the monument. The Borobudur area is also offering some attractions to attract tourists, such as sunset and sunrise tours in Borobudur, Jeep, and Andong tour, and also experiencing the tourist villages (Balkondes) around Borobudur, which are related to the history of Borobudur.

However, according to Hafiyyan (2019), Badan Otorita Borobudur (BOB) Tourism Marketing Director Agus Rochiyardi said the development of the area around Borobudur Temple is urgently crucial because the temple as a world heritage has overloaded. The maximum capacity of temple visitors is only 128 people per day or 21,120 people per year. However, the number of visitors to the Borobudur Temple has reached 4.6 million people per year. The development prioritized the surrounding area to reduce the Borobudur's burden by integrating Borobudur tourism with the surrounding tourist areas.

Therefore, a new activity plan is needed for Borobudur as a super-priority tourism area to increase the length of stay in the surrounding area, so the tourism industry is not

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damaging the temples. To create a new activity plan, BOB must even know what factors motivate people to visit. So, it can be evaluated whether the program that has been implemented by BOB already creates tourist intentions.

Can be seen from the available data, spending Millennials on travelling is a big-spending; it is unfortunate if Millennials only have a low length of stay and do not explore many objects around the tourist attractions they visit.

1.3 Research Objective

This study aims how to increase Millennial tourists' length-of-stay by determining the framework of motivation that tourists have and the tourists' expectations before visiting Borobudur temple. With this framework, Borobudur temple, in this case through Badan Otorita Borobudur's authority, can make a road map plan to increase Millennial tourists' length-of-stay in Borobudur and surrounding areas.

2. LITERATURE REVIEW

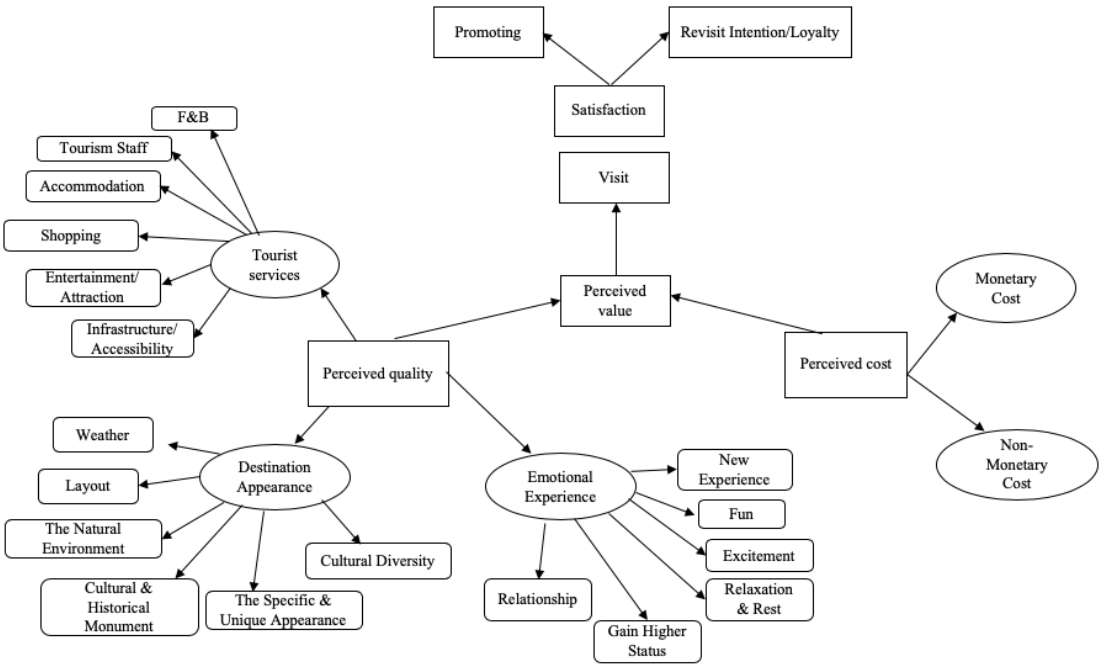

Fig. 1 Conceptual Framework (Authors' Analysis)

2.1. Attributes of Tourism Destination

Destination contains several key elements that attract visitors and meet their needs upon arrival. Cho (2020) stated that these essential elements could be classified into attractions (the 'must-sees' or 'must-dos') and the other remaining elements. Holloway et al. (2016) state that attractions, amenities, and accessibility are the three core elements in developing a destination whose achievement in attracting tourists will depend on the quality of the essential advantages.

Holloway et al. (2016) state that attraction has the same meaning as the destination, however acknowledging that tourist attraction is not definite, the tourist attraction is evaluated as a site that reasonably addresses people to stimulate them to travel and visit. These attractions can consist of cultural attractions, natural attractions, events, recreation, and entertainment attractions (Goeldner and Ritchie, 2007). UNWTO (2017) explained in A Practical Guide to Tourism Destination Management that attractions are

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often the focus of visitor attention and may provide the tourist's initial motivation to visit the destination. These can be categorized as a natural and culturally built, public facility (natural parks, cultural or historical sites), and community attractions and services (cultural, heritage, or lifestyle). Other, less tangible factors, such as uniqueness and emotional or experiential triggers, also attract tourists to destinations.

Accessibility to a tourist destination has long been recognized as a significant driving force of destination attractiveness (Hong-bumm, 1998). UNWTO (2017) also stated that the destination should be accessible to a large population base via road, air passenger services, rail, or sea. Inaccessibility, the ease with which visitors can travel to a destination must be considered. Accessibility also considering the visa requirements, ports of entry, and specific entry conditions of the destination.

Amenities are a wide range of services and facilities that support tourist stays and cover the necessary infrastructure such as utilities, public transportation, and roads. Amenities also include direct services for visitors, such as accommodation, visitor information, recreational facilities, guides, operators, catering, and shopping facilities (UNWTO, 2017). In another opinion, the broad category of amenities, including accommodation, lodging opportunities, and restaurants, constitutes another important factor (Murphy, Pritchard, & Smith, 2000).

2.2. Millennials Tourist

In the context of generational research, the essential concept of generation theory by Strauss-Howe (Strauss & Howe, 1991) is that people of the same age group demonstrate and share identical values, beliefs, and expectations, together with abilities, skills, and similar interests. Howe and Strauss (2000) identified Millennials beginning in the 1982-2 2002-time interval.

According to some authors, Millennials have an increasingly extrinsic and materialistic orientation compared to previous generations, emphasizing money and images, and identifying strongly with social groups (Twenge, 2006). This generation is a fundamental source of visitors to several tourist destinations and is expected to develop into the most critical tourism consumption groups (Parsa, & Cobanoglu, 2011; Benckendorff, 2010).

2.3. Tourist Motivation

One of the fundamental things that influence a tourist to visit a destination is motivation. Motivation dramatically affects one's behaviour in making decisions and actions, according to Mc. Donald (Sardiman, 2007), motivation is a change in energy in a person characterized by the appearance of "feeling" and preceded by a response to the existence of goals. From this understanding, it can be concluded that motivation motivates energy changes. The emergence of motivation will involve human physical activity, a sense of connection with mental and emotional problems, and can determine human behaviour; motivation will arise because the goal is related to the need.

Tourist motivation to visit a tourist attraction influences their interest in revisiting or their loyalty. Consumers are loyal if they show a continued buying behaviour or a condition that requires the customer to buy at least twice in a specific time interval (Griffin, 2002). Growing a request to revisit tourists or fostering a loyal attitude of consumers to a product is not easy because it relates to the tourist's satisfaction with the tourist environment and the quality of existing infrastructures on tourism objects. Therefore, it is necessary to provide the best service of tourists' value about a tourist attraction that is satisfying for tourists.

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Maslow's Hierarchy of Needs theory (Maslow, 1981) serves as a reference point for understanding motivation divided into two main assumptions. The first assumption is based on the statement that humans always desire, and their desires are never fulfilled perfectly. After one wish is fulfilled, another desire arises. This process never ends from birth to death. Needs or desires that have been fulfilled are no longer a driving force for human behaviour. The second assumption is based on the statement that human needs are organized according to a hierarchy of importance.

However, this theory has weaknesses. In this theory, it is mentioned if human needs have several levels. However, humans want their needs to be met simultaneously, and human needs are an iterative cycle.

Based on the Maslow Hierarchy of Needs theory, the authors conclude that a person's motivation is formed because of necessity. Each person has a different level of need. Based on the level of needs of each motivational drive that arises will also be altered.

2.4. Perceived Quality

Perceived quality is defined as the consumers' judgment about an entity's (service's) overall excellence or superiority (Zeithaml, 1988). Mitra and Golder (2006) see perceived quality as 'perception of the customer' and oppose it to the 'objective' quality. These views on perceived quality derive from the earlier research of Zeithaml (1988), where perceived quality is defined as a subjective customer's judgment (different from objective quality) regarding overall product superiority.

A similar opinion is expressed by Aaker (2009), defining the perceived quality as the customer's perception of the overall quality or superiority of a product or service concerning its intended purpose, relative to alternatives. Furthermore, perceived quality is the perception of superiority in a product class. It is a significant contributor to a firm's financial performance due to the ability to set higher prices for high-quality items (Hunt, 1975; Mayo, 1973). Moreover, in the tourism and hospitality sector, destination perceived quality is concerned with the consumer's perceptions of the quality of a destination's infrastructure, hospitality service, and amenities such as accommodation (Pike et al., 2010). It is the crucial element of customer-based brand equity when applied to a destination (Konecnik and Gartner, 2007).

2.5. Perceived Cost

Perceived cost or perceived sacrifices consist of monetary and non-monetary costs (Snoj et al., 2004; Zeithaml, 1988). The price, time, energy, effort, and perceived risk needed to invest in getting and using the product. Monetary costs affect consumer choice in two ways: the amount of money that consumers must release in return for the purchase and use of the product and as an indicator of quality, implying that the product is of the higher quality price is higher than similar products. The two components of monetary costs have different impacts on perceived value because the amount of money paid could harm perceived value while having a positive effect as an indicator of quality (Oh, 2003). However, several studies have shown (Cronin et al., 2000; Oh, 2003; Piri Rajh, 2006; Sweeney et al., 1999) that the negative impact of prices on perceived value outweighs the positive effects on perceived quality.

2.6. Perceived Value

Zeithaml (Zeithaml, 1988; Zeithaml and Bitner, 2003) highlight the following definitions of perceived value: (1) value as low price, (2) value as whatever consumers

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want in a product, (3) value as quality obtained by consumers for the price paid, and (4) the value as what the consumer gets for what the consumer provides.

Perceived value is an overall evaluation of tourists' destinations based on the benefits obtained (Bolton & Drew, 1991; Chen & Tsai, 2007). The majority of marketing researchers defined of value perceived as a consumer's assessment of the trade-off between benefits and sacrifices manifested in selecting products specific options available on the market (Chen & Dubinsky, 2003; Lapierre, 2000; McDougall and Levesque, 2000; Oliver, 2002; Sánchez-Fernández and Iniesta-Bonilla, 2006; Vranešević, 2000; Zeithaml, 1988). The perceived value or the perceived benefit is what consumers feel from what they receive from a product or service, including perceived quality, internal and external features of the product, and other psychological benefits (Zeithaml 1988). The perception of sacrifice is mainly related to prices as monetary costs; however, it is necessary to include non-monetary costs such as time costs, physical effort, mental effort, and lifestyle differences correlated with these products (Snoj et al., 2004; Vranešević, 2000).

2.7. Satisfaction

Tourist satisfaction has been the subject of discussion about marketing and tourism literature and is defined differently. Kozak and Rimmington (2000) described tourist satisfaction as necessary for tourist destination marketing; it is imperative to choose the destination, consumption of products and services, and tourists' decision to return.

Tourist satisfaction is defined as one of the consumers' critical assessments by evaluating tourism services (Bowen and Clarke, 2002). Furthermore, tourist satisfaction is the result of tourists' expectations about the destination based on their previous picture of the target (norms/reference points) and their assessment of the effects of their experiences in the destination (Neal and Gursoy, 2008). Also, tourist satisfaction is determined by tourists' evaluation and overall satisfaction towards destination experiences, meeting their desires, hopes, and needs (Fakeye & Crompton, 1991; Kozak & Rimmington, 2000; Echtner & Ritchie, 1991; Chen & Tsai, 2007). The variable considered as a key to loyalty is satisfaction, both as a direct driver of intention to return (Alegre & Cladera, 2009; Forgas-Coll et al., 2012; Yuksel et al., 2010) and to recommend to others (Hosany & Witham, 2010) or as a moderating variable between goal image and loyalty (Chi & Qu, 2008).

In the tourism sector, tourist satisfaction plays an essential role as a marketing tool to attract customers and make plans about products and services to provide in the tourism market (Yoon and Uysal, 2005). Also, it is essential for successful destination marketing (Kozak and Rimmimgton, 2000). The level of tourist satisfaction evaluated by the difference between a traveller's present and experience and a comparison between current travel destinations and other alternative destinations or places visited in the past (Tse and Wilton, 1988; Yoon and Uysal, 2005).

2.8. Loyalty

Tourist loyalty is described as the intention of tourists to revisit their destination and their willingness to recommend it (Oppermann, 2000; Chen & Tsai, 2007). Loyalty is also defined as a commitment that held firm to buy back selected products or services consistently in the future. However, situational influences and marketing efforts have the potential to cause changes in choices (Lee & Back, 2008). According to Yang et al. (2011), consumers often develop attitudes towards products or services based on evaluating prior experiences.

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2.9. Theory of Planned Behavior

The theory of planned behaviour (TPB) is an extension of reasoned action (Fishbein & Ajzen, 1975; Ajzen et al., 1980) made required by the limitations of the original model in dealing with behaviour people have control over incomplete wills. Figure 2 illustrates the theory in the form of structural diagrams.

The TPB theory is based on the three independent constructs of intention: attitude, subjective norm, and perceived behavioural control. The independent attitude determinant (predictor) towards behaviour refers to the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behaviour. The subjective norm social factor predictor refers to the perceived social pressure to perform or not to perform the behaviour. The perceived behavioural control antecedent of intention refers to the perceived ease or difficulty of performing the behaviour. It is assumed to reflect the experience and anticipated impediments and obstacles.

2.10. Rural Tourism development

Development in the tourism industry is not a single development because it triggers economic growth; many sectors and other stakeholders are involved in tourism development. Such changes can be seen from rural tourism development, indicated from the presence of the additional revenue that they obtained from the involvement in the development (Herawati et al., 2014)

In practice, rural tourism is often seen as a form of ecologically and socially sustainable tourism in rural areas that creates economic and social benefits for local people. The reason is that the component considered in rural tourism development is the preservation of culture, heritage, and tradition (Roberts and Hall, 2001; George et al., 2009). According to Lane (2009) & Pröbstl (2010), particular types of niches have emerged under the umbrella of the concept of rural tourism, namely agricultural tourism, cultural tourism, nature tourism, adventure tourism, and ecotourism. The development of rural destinations cannot be compared to other destination developers because rural destinations have more specific characteristics than the urban, city, or recreational areas. The following are options for rural tourism development initiatives:

Table 1. Options for Rural Tourism Development Initiatives

	Lighthouse model	Small-scale land use model	Zoning model	Thematic model
Main characteristics	The main driver in this development model is a single or several large tourism projects chosen.	Integrated tourism development in agricultural land use based on farm tourism.	Tourism development is based on natural integrity in large-scale protected areas.	Thematic compilation of different single offers under one thematic umbrella
Primary	Entrepreneurial	Collaborative	Government	DMO/DMC

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impulse(s) for thriving destination	leadership	development and leadership	and DMO/DMC leadership	and marketing leadership
Related article	Mayer, 2009; Atanassova, 2011; Komppula, 2014.	Wilson, 2001; Cloke et al., 2006; Cawley, 2009; Vernon et al., 2005.	Neto, 2003; Higham & Lück, 2007.	Roberts and Hall, 2001.

Source: Authors' Analysis

3. METHODOLOGY

This study was conducted using an analysis of literature studies—twenty studies used in this study. The twenty studies produce a conceptual framework used as semi-structured interview guidance to produce recommendations as a finding of the paper. The qualitative approach is the one we choose in this study (Basias & Pollalis, 2018).

4. DISCUSSION

4.1. Research Result

Questions addressed to interviewees focus on millennial tourists' motivation to determine millennial tourists' motivation preferences to find the underlying tourist visit and increase their stay in the tourist area of Borobudur Temple. The interview results were analyzed to determine potential keywords that were assumed to be factors of millennials tourists' motivation that would affect intentions to visit Borobudur to increase their length-of-stay, which was not only focused on the Borobudur temple alone. The interpretations are categorized into three factors: perceived quality, perceived cost, and perceived value matters, as mentioned in the previous chapter.

The interviews' findings support the conceptual map made from the literature reviewed analyzed by the author. The interview results stated that the most mentioned tourist destination factor as tourist motivation is the unique appearance, cultural and historical monuments contained in the tourist destination. The emotional experience factor most often cited is to feel relaxed, fun, and exciting, get new experiences by learning new things, and a small portion mentioning motivation to take photos as a memento. Besides, there is mention of tourist service factors such as entertainment and attractions, local cuisine, and shopping (souvenirs). It can also be seen that there is a new factor referred to by respondents as a motivation factor, namely the reputation of the destination (safety, comfort, cleanliness, and order).

Based on the interview, respondents think that tourists' quality has not been met by the appearance of tourist destinations and services offered by management and service providers in the Borobudur tourist area. The statement results in the value perceived by Millennials tourists has not been maximized. Also, the value perceived by Millennials tourists has not been maximized because tourists do not have a clear picture of Borobudur. Borobudur area lacks the quality of the destination, lack of visitor management, and lack of packaging.

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The authors analyze that the Borobudur area needs a strategy to overcome some of the shortcomings, make tourists get the maximum value to create customer intention, loyalty, and positive word of mouth. A growing tourism ecosystem can be built.

4.2. Business Strategy Formulation

The authors suggest using the thematic management of the rural tourism management method to integrate the Borobudur temple area and the 20 tourist villages around Borobudur temple area as an ecosystem. One of the reasons behind thematic tourism development was that tourists first decide on their travel motif, and only then they select the destination. As explained in the theory of planned behaviour, when an individual has a positive attitude towards an action, in this case, they are travelling to the Borobudur tourism area; they are willing to do that.

In the Borobudur area, DMC's role is to determine the themes to build Borobudur and the tourist villages around the Borobudur temple area as an ecosystem. The functions for Destination Management Company (DMC) are developing the strategy, evaluating the implementation, creating a specific theme for the ecosystem, designing and assessing product trials with travel organizers and all stakeholders in the distribution chain, delegating action strategy to management under DMC. Meanwhile, the Borobudur temple area and Balkondes maintain and engage the community to contribute as an ecosystem.

4.2.1. Strategic Management Action

DMC monitors and delegates the strategic actions to the Borobudur temple area and each tourist village. Every management action planned for thematic development will be connected to the Borobudur temple. Below are the strategic measures proposed by the authors.

4.2.2. Lean and Consumer-Centric Marketing and Manufacturing Beta Products.

Marketing with lean methods and resources is needed in the context of business development. This methodology is carried out to avoid waste by minimizing high marketing costs and efficiency by optimizing resources' expenditure. Therefore, accuracy, speed, and efficiency are principles that applied to this marketing model. Data management becomes crucial to avoid waste and resources that are less than optimal. A loyal database market and high profits must be prioritized in terms of development. In addition to efficiency, a good marketing model for tourism development, especially for thematic experience-based tourism development, is to do consumer-centric marketing. With consumer-centred marketing, approaches are designed around customer needs and interests. This method prioritizes customers over other factors, using a combination of intuition, common sense, and reliable data about customer behaviour. In practice, the marketing strategies created will look at the world from the customer's perspective, use the right data to understand customer preferences, and give customers an extraordinary experience that provides products or services according to tourists' needs.

New Market Research

The most significant risk from new market exploration is the loss of consumers. In developing this theme, product research and market deepening are required before making a product test. The process of finding new markets can use the five stages of

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design thinking methods: empathizing, defining, idealizing, prototyping, and making product samples or tests. The new market can then be analyzed for feasibility with three principles: desire, feasibility, and viability.

Length of stay is a measure of success in creating tourism products. Marketing requires attractive market access to the media, so consumers become interested in visiting tourist destinations and enjoying these tourism products. Beta products are expected to use the most efficient resources and the least cost. However, they are covered with high services in travel services. So, expansion is expected to occur on the demand side and the supply side when a new market is seen, thus opening up new markets that are less developed and diverse, creating competitive supply and increasing competition.

Internet Marketing

Developed by DMC, tourism products can be marketed effectively, at a low cost, faster, and feedback can also be obtained more quickly, focusing on internet marketing. The product upgrade process becomes faster. Internet marketing practices in the context of tourism must convey the value created by the DMC. Internet marketing will be closely related to graphic design and videography. Internet marketing benchmarks can be assessed based on virality and the amount of feedback from the marketing process.

Internet marketing can be done by installing accommodation packages and activity packages on online travel agents and online booking websites. Besides using an online travel agent or online booking website, DMC can also work with other parties such as travel bloggers or influencers to visualize these thematic activities. As has been done by travel bloggers and influencers interested in diving, they bring photos and stories from underwater to potential tourists who have never seen the object.

The use of internet marketing will bring up reviews, such as reviews on online travel agents or online booking sites and reviews from bloggers and influencers. Tourists' prospective will have subjective norms in the theory of planned behaviour. Reading reviews of thematic experience in Borobudur temple area and Balkondes will affect tourists because, according to Ajzen (2005), an individual tends to understand that when an individual suggests implementing a behaviour, the perceived social pressure will be even more significant, and vice versa.

Internet marketing will create a visualization of the real thematic experience so that potential tourists can interpret, whether the visuals have seen, and reviews are read or recommendations that are heard following the perceived behavioural control they want. When the attitude towards a behaviour, subjective norm, and perceived behavioural control that they predict is appropriate, then there will be a behavioural intention that is visiting, revisiting, or not visiting.

Customer Relation

Customer relations' main task is to represent tourist destinations to deliver and engage the value offered from tourist destinations to tourists. In a tourist destination, there are direct and indirect relationships that are carried out by customer relations. Direct contact can be made by tour guides, package tour services, transportation services, accommodation, and food and beverage. In contrast, indirect relationships can be made through customer care services or call centres, travel destination websites, social media, or other indirect channels. In maximizing the value that must be delivered and engaged to tourists, customer relations must understand well and be in line with the

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strategy of the tourist destination. With a plan for this strategy thematic experience, especially for tour operators who have a direct relationship with tourists, it is expected that it not only directs the demand but also develops the request towards tourist destinations. They are also likely to be able to adapt to new markets' desires and give new experiences. All customer relations are also expected to be able to provide the best service to tourists.

4.2.3. Customer Relation and Feedback

Determining whether tourists' value is maximum when viewed from the perceived quality and perceived costs, management must build relationships and analyze feedback from tourists. DMC can analyze the feasibility of new product ideas from the feedback obtained. As explained before, internet marketing feedback can be received from various channels. Positive feedback will give consumers a positive impression about the product and vice versa; when there is negative feedback, management needs to re-analyze the product. Reactions and input after consumers enjoy tourism products are the most important.

4.2.4. Maintaining and Developing Potential Tourism Asset

The roles of various stakeholders are needed to preserve the potential of tourism destinations. The foremost leaders who can maintain the potential of tourism and its natural resources are village leaders. They are expected to have a decisive leadership role in enforcing regulations to protect tourism sustainability under sustainable theory concepts. Tourism potential is not a resource that can be repaired and formed instantly, requiring consistent and continuous supervision. A policy is needed to support tourism sustainability. Intangible assets are not only preserved but must be refined so that they can become mature tourism products. The practice must cover two main categories, which are tangible and intangible assets.

Tangible assets exist amid the lives of village society. Stakeholders must provide programs and direction to the community because the community often does not know the potential. Every uniquely tangible asset can potentially become an object of a tourist destination. Cultural and historical monuments such as the Borobudur Temple and seventh and 8th-century inscriptions and stupas in the tourist village of Balkondes are physical assets that need to be aligned and developed. Natural potentials such as beautiful landscapes and agroforestry in the Borobudur and Balkondes areas need to be developed. The development of souvenirs from ceramics and pottery and the development of speciality foods and drinks such as various honey and tofu products, various poultry dishes, and many others are also needed. Intangible assets can be sourced from the culture, art, religion, and way of life of the people in the area. Every uniqueness of these things can become the object of tourism. The preservation of intangible assets involves many human elements because they are related to people's lives. The development of intangible assets also must support regional and local economic development. The traditional product that already exists as financial income must be recommended.

4.2.5. Stakeholder Relation

Tourism management can encourage stakeholder management to protect the sustainability of programs created through several programs such as policy input and advice for stakeholders, legal, and relationships with government programs. The DMC can propose all potential resources, and management can propose needs to be done to

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protect tangible and intangible assets at the destination and stipulated in the regulations. Resources can be more efficient, and government programs are also more targeted by adjusting tourism development programs by management and the government. The customized plan can have a more significant economic impact on society.

4.2.6. Business Operational Quality Control

The quality of products developed and the application in the field hopes will get a good tourist response. Quality control is needed to maintain the quality of products and applications to consumers following what is conceptualized by management. In the tourism industry, there are several different sectors or business units interrelated with one business unit with another, which business units also influence the success of a tourism destination. Therefore, coordination and integration between business units and management of tourist destinations need to be made to develop and achieve the values and strategies of tourists. DMC can create standard operating procedures that businesses must carry out to maintain the value of tourist destinations. Some important things to do are coordinating with accommodation and transportation providers and other goods and service providers in tourist destinations (F&B and souvenir kiosks), training local tour guides, and quality control of providers of products and services tourist destinations. These things must be done with the principle of good business cooperation and mutual benefit for all business stakeholders.

4.2.7. Database and Information Management

The next strategy is to strengthen the database. Advanced database capabilities are essential in lean and customer-centred management because all decisions will come from database analysis. Especially in the case of intangible assets, a database is the only way to preserve it. All key strategies must be included in the database, such as market development, tourism potential, product innovation, data on potential intangible assets, data on potential tangible assets, arrival statistics, customer feedback from various media.

5. CONCLUSION

The results of the interview with Millennials tourists and several business units in the tourism industry indicate that they think the factors influence millennials tourists to visit are factors of perceived quality consisting of emotional experience, destination appearance, and tourist services, compared to the perceived cost spent by tourists, which results in perceived value. The most mentioned tourist destination factor as tourist motivation is the unique appearance, cultural and historical monuments contained in the tourist destination. The emotional experience factor most often cited is to feel relaxed, fun, and exciting, get new experiences by learning new things, and a small portion mentioning motivation to take photos as a memento. Also, there is mention of tourist service factors such as entertainment and attractions, local cuisine, and shopping (souvenirs). Millennial tourists consider whether to sacrifice the non-monetary costs such as time and health compared to monetary costs.

The interviews also stated that tourist destinations' quality had not been met by the appearance of tourist destinations and services offered by management and service providers in the Borobudur tourist area that makes value perceived by Millennials tourists have not been maximized. Quality and value that have not been optimized are shown by the perceived quality that tourists consider low because tourists do not have

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expectations caused by not being aware of Borobudur's programs to create customer intention. So, it can be concluded that the tourism program that has been created by Borobudur is not appropriate, so it has not created tourist visit intentions. Therefore, the author suggests a strategy to overcome shortcomings, make tourists get the maximum value to increase the length-of-stay, and decrease the exceeded carrying capacity in the temple area by developing a thematic tourism development model.

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APPENDIX

No	Author	Objective	Conclusion	Critical Review
1	Luo, Y., Chen, Y., & Zheng, W. (2016). A Literature Review on Evaluating Tourism Destinations.	This study summarizes the journals from the point of tourism environmental carrying capacity, tourist satisfaction, tourism resources exploitation, and sustainable development.	From this study, the current research progress of tourism destination (tourism environmental carrying capacity, tourist satisfaction, and tourism destination) evaluation reviewed, and it sets a theoretical basis for the subsequent study. It contributes to the tourism destinations adjusting to the size of the layout, formulating development plans, and it is also helpful to the sustainable development of the tourist industry.	This study only a literature review, so its lack of empirical evidence
2	Antón, C., Camarero, C., & Laguna-García, M. (2017). Towards a new approach of destination loyalty drivers: Satisfaction, visit intensity, and tourist motivations. *Current Issues in Tourism, 20*(3), 238-260.	This study develops and tests a model associating destination personality and tourist identification with tourist satisfaction, positive word-of-mouth, and revisit intentions.	Time intense and expenditure intense visits positively impact the intention to return when the motivation for the trip is internal. However, if tourist motives are external, they have a negative effect.	If internal motivation is high, yet drains the possibilities the destination has to offer and reduces the desire to return if such motives are weak.

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3	Chiang, C. C., Wang, M. Y., Lee, C. F., & Chen, Y. C. (2015). Assessing travel motivations of cultural tourists: A factor-cluster segmentation analysis. *Journal of Information and Optimization Sciences, 36*(3), 269-282.	This study sets out to develop a framework to examine the travel motivations of cultural tourists to help destination superintendents in developing market-specific strategies to create a centre of attention of targeted visitors.	Travel motivations of cultural tourists were recognized by: "skills learning-related motivation," "escaping-related motivation," "network-related motivation," and "sightseeing-related motivation." The primary reason for cultural visitors to visit a destination for the culturally related experience was to learn new skills and to meet new people.	The major limitation of this study relates to the location in which the data collection was initiated and may not guarantee the generalisability of the research.
4	Pandža Bajs, I. (2015). Tourist perceived value, relationship to satisfaction, and behavioural intentions: The example of the Croatian tourist destination Dubrovnik. *Journal of Travel Research, 54*(1), 122-134.	This study defined a model of tourist perceived value, satisfaction, and behavioural intentions.	The result shows a notable effect of perceived value on the satisfaction and expected future behaviour of tourists. Also, tourists' perceived value associated with Dubrovnik was affected primarily by destination appearance, followed by the emotional experience. At the same time, the impact of the cost was significantly lower.	Because of the vast area of perceived value, this study only focused on tourism and tourism-related.

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5	Cetin, G., & Bilgihan, A. (2016). Components of cultural tourists' experiences in destinations. *Current Issues in Tourism*, 19(2), 137-154.	The primary purpose of this study is to discover the factors affecting cultural tourists' overall travel experiences.	This study finds the key constructs affecting cultural tourist experiences in a destination. Five dimensions are emerging, namely social interaction, local authentic clues, service, culture/heritage, and challenge.	Further studies in investigating various destinations and tourists with different backgrounds might offer valuable insights into validating these findings.
6	Nainggolan, Eva D., and Musadad Musadad. "Motivasi Kunjungan Wisatawan pada Event Pesta Pantai Indah Selatbaru di Kabupaten Bengkalis." *Jurnal Online Mahasiswa Fakultas Ilmu Sosial dan Ilmu Politik Universitas Riau*, vol. 4, no. 2, Oct. 2017, pp. 1-15.	This research is to know the captivity of the event Indah beach party celebration in Selatbaru and describe the problem that happened.	Every tourist who visits when an event occurs has a different motivation according to the needs and tourist destinations to achieve. Suppose four indicators such as real motivation, fantasy, social, and culture can be achieved. In that case, it brings in the desire of tourists to visit attractions.	The study only examines tourist motivation in the Indah Beach Party event, not in the event in general, and specifically in Selatbaru.
7	Hultman, M., Skarmeas, D., Oghazi, P., & Beheshti, H. M. (2015). Achieving tourist loyalty through destination personality, satisfaction, and identification. *Journal of Business Research*, 68(11), 2227-2231.	This study examines the relationships among destination personality, tourist satisfaction, and tourist–destination identification, which are essential in influencing positive word-of-mouth and revisit intentions.	The findings indicate that (1) promotes tourist satisfaction, tourist–destination identification, positive word-of-mouth, and revisit intentions promoted by destination personality; (2) destination identification and word-of-mouth encouraged by satisfaction, and (3) word-of-mouth and revisits intentions	This study provides not only theoretical but also the implications. The results reveal that although tourists appear to assign well-defined personality characteristics to touristic destinations, the brand personality structure

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			enhanced by identification.	explained in this study is not fully applicable in this case.
8	Kong, W. H., & Chang, T. Z. (2016). Souvenir shopping, tourist motivation, and travel experience. *Journal of Quality Assurance in Hospitality & Tourism*, 17(2), 163-177.	The purpose of this study is to analyze the relationships between travel motivations, souvenir shopping, and travel experience; mainly, how souvenir shopping is affected by travel motivations and how the travel experience is influenced by souvenir shopping.	Based on the research, the research found that souvenir shopping and perceived importance found to correlate with travel motivation.	The data obtained from this study failed to reinforce the relationship between souvenir shopping and travel experience.
9	Della Corte, V., Sciarelli, M., Cascella, C., & Del Gaudio, G. (2015). Customer satisfaction in a tourist destination: The case of tourism offer in the city of Naples. *Journal of Investment and Management*, *4*(1-1), 39-50.	This paper studies some main elements that can influence customer satisfaction in some tourist services, with specific reference to the tourism industry.	From this study, it comes out that tourist satisfaction depends on a complicated process where the role of each actor is fundamental, and it must be in tune with all the other ones. The result shows that tourists visiting Naple are not completely satisfied; it is because Naples has not a clear destination image.	Suppose the tourism destinations provided positive experiences of services, products, and other resources. In that case, Naples could produce customer retention as well as positive word-of-mouth.

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10	Yousaf, A., Amin, I., Santos, C., & Antonio, J. (2018). Tourist's motivations to travel: A theoretical perspective on the existing literature. *Tourism and hospitality management*, 24(1), 197-211.	This study is an attempt to look into the various theoretical concepts/ theories that help to understand what motivates individuals, especially young people, to travel and which are the practical implications of the analyzed theories.	This study analyzes youth tourism centred on Maslow's hierarchy of needs (physiological, safety, social belonging, self-esteem, and self-actualization needs). It confirmed its validity as an explanation of the essential youth travellers' motivations.	The research was from the available literature, and it fails to approach empirical evidence. The analysis of youth tourism needs to extend to other motivation theories as those which are present in this work.
11	Ramseook-Munhurrun, P., & Naidoo, P. (2015). Examining the Structural Relationships of Destination Image, Perceived Value, Tourist Satisfaction, and Loyalty. *Procedia-Social and Behavioral Sciences*, 175, 252-259.	The study intended to examine the relationship between destination image and perceived value and do the empirical test the constructs that are likely to influence tourist satisfaction, which in turn affect tourist loyalty.	The current study shows that destination image and perceived value are direct determinants of satisfaction. The results of this study offer a better insight into destination image and tourist consumer behaviour by trying to ascertain which constructs are most influential in the likelihood of revisiting and recommending a destination.	The results of this study were limited to tourists who have visited Mauritius. To be able to obtain the findings from other objects, similar studies can be replicated. An exploratory analysis is necessary for this area. In future research, examining the perceived destination image of both the first-time and return visitors could be considered.

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12	Chan, A., Hsu, C. H., & Baum, T. (2015). The impact of tour service performance on tourist satisfaction and behavioural intentions: A study of Chinese tourists in Hong Kong. *Journal of Travel & Tourism Marketing*, 32(1-2), 18-33.	The framework of a tour service performance proposed and questioned in this paper. The framework evaluates the impact of tour service performance on tourists' satisfaction with tour services and experience as well as the tourists' behavioural intentions.	Differential relationships with the various tour services constructed by tour services and satisfaction with the tour experiences. Among the seven tour services such as attractions, recreation & entertainment, shopping, tour guiding service, food, transportation, accommodation that is examined, tour guiding service has the most significant impact on satisfaction with tour services. In contrast, leisure activities have the most significant impact on satisfaction with the tour experience. It also shows that tour guide service and tourist satisfaction are determining the behavioural intention.	The results from this study do not generalize to other tourist groups or destinations. Another limitation is that two CFAs assessed the measurement model. A single CFA could have been used instead to avoid capitalizing on chance.
13	Chiu, W., Zeng, S., & Cheng, P. S. T. (2016). The influence of destination image and tourist satisfaction on tourist loyalty: a case study of Chinese tourists in Korea. *International Journal of Culture, Tourism, and Hospitality Research.*	The cognitive and affective images explored in this paper. This paper also examines the satisfaction levels and tourist loyalty and their effects of destination image.	The results revealed that the affective image was influenced directly by the cognitive image and confirmed the formation process of the destination image. Satisfaction positively influenced by both	This finding may not be generalized to all Chinese tourists. Gather information that represents a more diverse profile of Chinese tourists for further research to

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			cognitive and affective images, and in turn, satisfaction predicted tourist loyalty. Also, the relationship between goal image and loyalty reveals that affective image has a direct influence on tourist loyalty. The authors find that the cognitive image has an indirect influence on tourist loyalty through affective images and satisfaction.	generalize the results of this study. This study only focuses on the relationship between goal image, satisfaction, and loyalty.
14	Huang, S., Weiler, B., & Assaker, G. (2015). Effects of interpretive guiding outcomes on tourist satisfaction and behavioral intention. *Journal of Travel Research*, 54(3), 344-358.	This research analyzed the effects of both cognitive and affective tour guide interpretation outcomes on tourist satisfaction and behavioural intention in a heritage tourism context.	The study's result shows that tourist satisfaction and sustaining visitor arrivals have significantly impacted by cognitive interpretation outcome (elaboration, relevancy) than affective interpretation outcome (empathy, positive attitude). In contrast, satisfaction with the guided tour experience directly affects behavioural intention. It primarily mediates the effect of cognitive interpretation outcomes on behavioural	Further research could involve multiple tourism sites or contexts for data collection. Such a design can identify whether there are factors specific to the research site or context that play a role in the respondents' psychological process of satisfaction evaluation. On the other hand, a cross-cultural study involving respondents from different cultural backgrounds

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			intention.	could disclose the influence of culture in the process.
15	Knežević Cvelbar, L., Dwyer, L., Koman, M., & Mihalič, T. (2016). Drivers of destination competitiveness in tourism: a global investigation. *Journal of Travel Research*, 55(8), 1041-1050.	This article describes productivity-related measures - the total contribution of tourism to GDP per employee in tourism - to test the competitiveness of destinations.	The study findings show that specific tourism factors, such as Tourism Infrastructure and Destination Management, are the main drivers of competitiveness in developing countries. In contrast, destination competitiveness in developed countries depends on specific tourism factors of Destination Management as well as on broader economic conditions such as General Infrastructure, Macro Environment, and Business Environment.	This study needs to address competitiveness in a broader sense, not only as an economic output per unit of input but also to acknowledge social distribution and environmental protection of resources

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16	Liu, X., Li, J., & Kim, W. G. (2017). The role of travel experience in the structural relationships among tourists' perceived image, satisfaction, and behavioral intentions. *Tourism and Hospitality Research*, 17(2), 135-146.	This paper examines how the relationships among perceived destination image, satisfaction, and future behavioural intentions differ for tourists with different travel experiences.	The study finds that travel experience in the structural relationship correlates with the destination image that results in overall satisfaction and behavioural intention.	The sampling method used is not perfect because of the disadvantages of convenience sampling.
17	Phillips, W. J., Wolfe, K., Hodur, N., & Leistritz, F. L. (2013). Tourist word of mouth and revisit intentions to rural tourism destinations: A case of North Dakota, USA. *International journal of tourism research*, 15(1), 93-104.	This study investigates visitors' perceptions about the picture of purpose, value, and satisfaction and the relationship of these variables with future behaviour, with a particular focus on their intention to return and make recommendations to others.	The results showed that visitors' perception of value and revisit intentions directly affected by destination image and satisfaction and recommendation intentions indirectly affected by it.	The data only collected at three sites in the USA, which might not represent other rural states with other types of attributes. The visitors' perceived value tested via only one measurement item. There are other possible attributes to measure specific satisfaction.

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18	Cavagnaro, E., Staffieri, S., & Postma, A. (2018). Understanding Millennials' tourism experience: values and meaning to traveling as a key for identifying target clusters for youth (sustainable) tourism. *Journal of Tourism Futures.*	The purpose of this paper is to understand the tourism experience of Millennials by connecting their value orientations to the meaning that they give to travel. It also aims to discover profiles of young tourists that can be targeted both now and in the future by tourism organizations.	Nine clusters have identified groups of Millennial tourists with different needs by combining ten-value orientations and four travel meanings.	Possibly using a longitudinal approach recommended for replication of this research in other national contexts
19	Rebollo, H. P. M. (2018). A structural model of Millennial tourist behaviour to-wards tourism in Davao Region.	This study was conducted to theoretically develop and empirically test to explore the best fit model of Millennial tourist behaviour toward tourism.	The result revealed that tourist attitude, tourist motivation, social media, and tourist visit intention were positively correlated with tourist behaviour. Meanwhile, tourist visit intention and tourist attitude were the best predictors of tourist behaviour. In contrast, tourist motivation and social media were the least predictors.	The way tourists choose tourism products should be continuously researched.
20	Rita, P., Brochado, A., & Dimova, L. (2019). Millennials' travel motivations and desired activities within destinations: A comparative study of the US and the UK. *Current Issues in Tourism*, 22(16), 2034-2050.	This paper compares the Millennials' travel motivation by ratings, rankings, and perceptual structures of both pushes and pulls factors from the United States and the United Kingdom.	The results reveal that they are relatively homogeneous in their push travel motivations and destination activity preferences. The most important motivational factors for both are 'to relax' and 'to	There are only eight motivation items included in the questionnaire and eight destination activity items. This thing may reduce the chances of

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			escape from the ordinary.' Both of them also agree that the most attractive destination activities are 'to try local food' and 'to go sightseeing.'	discovering significant differences between respondents.

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