

## PRIORITIZATION STRATEGIES FOR ENHANCING TOURISM DEVELOPMENT AT PLAOSAN TEMPLE CULTURAL HERITAGE SITE IN KLATEN REGENCY

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**Abstract:** *This research aims to determine priority strategies for developing Plaosan Temple cultural heritage tourism. The overall resources used in developing Plaosan Temple cultural heritage tourism can be optimized by determining these priority strategy choices. This research uses a qualitative descriptive research design. Data collected using interviews, observation, and documentation was analyzed using the SWOT technique. The results of the calculation of Internal Factors in the form of a combination of Strength (S) and Opportunity (O) factors obtained a weighted value of 0.80, which is the highest value. The combination of Weakness (W) and Threat (T) factors has a weighted value of 0.36. The total score obtained for internal factors and strengths is 2.12, and for weaknesses is 1.16, so the point used on the horizontal axis or x-axis can be determined as 0.96. The total score obtained for external factors and opportunities is 1.82, and threats are 1.50, so the vertical or y-axis point is at 0.32. For this reason, the coordinate point is 0.96; 0.32 lies in Quadrant I as an Aggressive strategy. Alternative strategy options are: Accelerate the formation of National Strategic Areas by utilizing Presidential Regulation No. 18/2020 Strategic Priority Projects (Major Project Priority Tourism Destinations (KSPN-BYP)), and Strategy: Increase promotion by the central government, Klaten Regional Government, and related stakeholders from the community and private sector.*

**Keywords:** *SWOT Analysis, EFAS, IFAS, Priority Strategy*

**Abstrak:** Penelitian ini bertujuan untuk menentukan strategi prioritas dalam pengembangan pariwisata cagar budaya Candi Plaosan. Dengan penentuan pilihan strategi prioritas tersebut, maka keseluruhan sumber daya yang digunakan dalam pengembangan pariwisata cagar budaya Candi Plaosan dapat dioptimalkan. Penelitian ini menggunakan rancangan penelitian deskriptif kualitatif. Data yang dikumpulkan dengan menggunakan wawancara, observasi dan dokumentasi, dianalisis menggunakan teknik SWOT. Hasil perhitungan Faktor Internal berupa kombinasi antara faktor Kekuatan (S) dan Peluang (O), diperoleh nilai tertimbang sebesar 0,80 yang merupakan nilai tertinggi. Kombinasi antara faktor Kelemahan (W) dan Ancaman (T), memiliki nilai tertimbang sebesar 0,36. Total skor yang didapatkan pada faktor internal, kekuatan adalah sebesar 2,12 dan kelemahan sebesar 1,16, sehingga dapat ditentukan titik yang digunakan pada sumbu horizontal atau sumbu x sebesar 0,96. Total skor yang didapatkan pada faktor eksternal, peluang sebesar 1,82 dan ancaman sebesar 1,50, sehingga titik sumbu vertikal atau y berada pada 0,32. Untuk itu, titik koordinat 0,96; 0,32 terletak pada Kuadran I sebagai strategi Agresif. Alternatif pilihan Strategi yaitu: Percepatan pembentukan Kawasan Strategis Nasional dengan memanfaatkan Perpres No. 18 Tahun 2020 Proyek Prioritas Strategis (Major project Destinasi Pariwisata Prioritas (KSPN-BYP)), dan Strategi: Peningkatan promosi oleh pemerintah pusat, Pemerintah Daerah Klaten, dan *stakeholders* terkait dari masyarakat dan swasta.

**Kata Kunci:** Analisis SWOT, EFAS, IFAS, Strategi Prioritas.

## **I. Introduction**

*Strategy* is a concept that is widely used in several contexts. The wide range of contexts and uses has led to many different ways of understanding and deciphering the concept's meaning (Khalifa, 2021). In general, an organization establishes objectives and implements suitable strategies to accomplish them. The organization's development and sustainability are contingent upon the effective implementation of its strategy. Strategy implementation is the process of executing plans and strategies to achieve the organization's long-term objectives (Mohamed dan Muathe, 2020).

*Strategies* are plans or steps made by decision-makers to achieve desired goals or solve problems by formulating short—or long-term solutions. Strategies methodically and comprehensively organize ideas, methods, and tactics to achieve goals and develop effective interactions between organizational resources and the internal and external environment (Suprayitno, Triyani, dan Purnama Pratiwi, 2019). In tourism development, it is critical to design a strategy that carefully assesses all potential implications. Each region's tourist potential, whether natural, artificial, or cultural, determines its own qualities. Interest in tourism will continue to expand with increasing population, particularly among teenagers and young adults, increasing per capita income, which augments purchasing power and boosts the quality of service facilities and infrastructure (Kaikara, 2020). Tourism can be a powerful development tool, generating economic growth, diversifying the economy, contributing to poverty alleviation, and creating backward and forward linkages with other production and service sectors (Christie dan Crompton, 2003).

Kaikara's (2020) review of tourism development strategies finds that in the environmental approach and sustainable development, tourism is planned, developed, and managed so that there is no decline in the quality of natural and cultural resources and is expected to remain sustainable. Islami, Sugiharti, dan Prakoso (2021) researched to explore strategies to develop the Umbul Temple Tourism Object located in Grabag District, Magelang Regency. Descriptive methodologies are implemented during the analysis process. The analysis results suggest that the bottom-up approach should be modified in order to pursue development. Facilities and infrastructure, cultural aspects, institutional considerations, and evaluation procedures comprise the primary development priorities. Research conducted by Hanila dan Ferina (2020) aims to provide alternative development strategies for the tourism industry in Kungkai Baru Village in the hope of helping the development and progress of the Cemoro Sewu tourist attraction. The use of the SWOT method shows that the Cemara Sewu Tourism Object has strengths in the form of natural potential, cultural arts that are still maintained, and

friendly residents. Weaknesses that need improvement include lacking human resources with the expected quality standards and inadequate supporting infrastructure that must be improved immediately.

The research also utilizes the SWOT method. After conducting the SWOT analysis, the next step involves determining priority strategies for tourism development to optimize the use of all resources. The purpose of this research aligns with Kaikara's (2020) assertion that maximizing expected outcomes in tourism development strategies requires optimal resource utilization.

Klaten has a temple cultural attraction with its characteristics and charm called Plaosan Temple. Administratively, it is located in Bugisan Village, Prambanan District. Plaosan Temple is a Buddhist temple built during the reign of Rakai Pikatan of the Hindu Mataram Kingdom in the early 9th century AD. Plaosan Temple was officially recognized as a national cultural heritage site through Ministerial Decree No. 173/M/1998 in 1998. This cultural tourism area holds great potential in tangible aspects such as architecture and art artifacts and intangible aspects such as belief values, stories, and traditions. The temple walls are adorned with unique reliefs. In the southern part of the Perwara Temple, several unique reliefs are carved in the form of a Jatamukuta-crowned figure and his hand holding a lotus flower, using a belt and a sash (*upawita*) and wearing a stacked necklace.

Based on data from the Ministry of Tourism (2020), temple cultural tourism products are the most significant contributor to tourist visits, with a percentage of 60%. Furthermore, Minister of Tourism and Creative Economy/Head of the Tourism and Creative Economy Agency (Menparekraf/Baparekraf) Sandiaga Salahuddin Uno, during a visit to Plaosan Temple, "I see that Bugisan Tourism Village can become a pilot cluster for the creation of 1.1 million new community-based jobs in rural areas". The strength of the community can be revitalized once the pandemic is over. He also mentioned, "We can achieve the 2024 target of creating 4.4 million new jobs", and the travel patterns in the development ecosystem of Super Priority Destinations can improve.

In 2022, the Klaten Tourism, Culture, Youth and Sports Department recorded that Prambanan Temple had 1,716,718 total visitors (1,658,178 domestic tourists and 58,540 foreign tourists), while Plaosan Temple had 71,003 visitors, including 1,799 foreign tourists and 69,204 domestic tourists. In 2022, tourist visits to Klaten amounted to 4,837,799, and tourists visiting Plaosan Temple amounted to 1.47% (71,003). Visitors to the Borobudur-Yogyakarta-Prambanan National Tourism Strategic Area (KSPN BYP) are expected to affect tourist visits to surrounding temples indirectly.

**Table 1. Distribution of Temple Tourist Attraction Locations in Klaten Regency in 2023**

No.	Temple	Location
1	Sewu	Dukuh Bener, Bugisan, Prambanan, Klaten
2	Lumbung	Dukuh Bener, Bugisan, Prambanan, Klaten
3	Bubrah	Dukuh Bener, Bugisan, Prambanan, Klaten
4	Plaosan Lor	Dukuh Plaosan, Bugisan, Prambanan, Klaten
5	Plaosan Kidul	Dukuh Plaosan, Bugisan, Prambanan, Klaten
6	Sojiwan	Kebon Dalem Kidul, Prambanan, Klaten
7	Merak	Dukuh Candi, Karangnongko, Klaten

**Table 2. Tourist Attraction Visitors by Type in Klaten Regency from 2017-2022**

Years	Domestic Tourists	Foreign Tourists	Total Visitors
2017	2.224.294	190.686	2.414.980
2018	2.483.945	222.273	2.706.218
2019	3.883.024	183.559	4.066.583
2020	1.399.167	22.199	1.421.366
2021	1.632.085	463	1.632.548
2022	4.777.338	60.641	4.837.979

Tourist visits to Plaosan Temple are anticipated to offer a travel experience that can be tailored to future tourism trends, namely personalized, customized, localized, and on a smaller scale. The objective is for tourists who visit Borobudur to also discover and explore Plaosan Temple. A significant challenge in its development pertains to economic stimulation, intricately linked with strategies and concepts of preservation encompassing protection, development, and utilization. The Klaten Regional Government could establish a Community Heritage Preservation and Tourism Awareness Group (Pokdarwis) and collaborate with academics and practitioners to develop standardized regulations. These regulations serve as transparent and measurable guidelines for development, ensuring oversight by all stakeholders involved.

The objective of this study is to identify the primary strategies for the development of Plaosan Temple as a cultural heritage tourism site. By selecting priority strategies, the total allocation of resources in this process can be maximized.

## **II. Literature Review**

### ***Tourism***

Tourism is crucial for the growth of Indonesia as it not only generates foreign currency but also empowers the local people through its involvement in the tourism sector. The government proactively fosters the growth of the tourism industry in anticipation of favorable future patterns. Tourism development initiatives create local income and job prospects while also presenting new avenues for commercial opportunity. Furthermore, these endeavors contribute to the conservation of our natural and biological resources. Namira dan Marzuki (2023) argued that tourism is a vital sector in supporting the growth of a region or country. This growth benefits society in the economic, social, and cultural fields.

Sustainable tourism activities should involve all parties in managing resources and be supported by community service facilities, private businesses, and government sectors, taking a multidimensional and multidisciplinary approach. *Tourism* is a social, cultural, and economic phenomenon related to the movement of people to destinations that are not their daily environment (Ghanem, 2017). Tourism development involves planned and structured efforts to enhance existing attractions and areas (Hidayat, 2011). In line with that, tourism development is a crucial factor in ensuring the harmony between local community activities and tourist attractions, thus contributing to the sustainability of tourism in the area (Reforma et al., 2020).

### ***Culture-Based Tourism***

*Culture-based tourism* is tourism that uses culture as its object. These objects have cultural values, including religious traditions, community customs, and cultural heritage, and they are attractive and essential to the tourism industry because they offer authentic and unique experiences to tourists. Human life and the surrounding environment influence tourism objects in an area. Cultural tourism, which involves museum tours, temples, and traditional community events, is critical. Cultural tourism plays a vital role in promoting the cultural heritage of an area and facilitating cultural exchange between visitors and local communities (Kristiningrum, 2014). Cultural tourism is also a visit made by someone outside the destination due to an interest in objects or relics of history, art, science, and lifestyle owned by groups, communities, regions, or institutions (McKercher, 2020).

Tourism development is anticipated to have an influence on economic growth, conservation of the environment, and the promotion of cultural sustainability. After being conserved by the Cultural Preservation Center, the community has started to employ cultural heritage for diverse objectives. In addition to being visited by tourists, the temple's items serve

educational, cultural, and religious functions. Local community leaders should actively promote and support the preservation of cultural tourism as a means of preserving and showcasing cultural expression.

### ***Strategy***

The efficacy of tourist development hinges upon the government's strategic initiatives. It is imperative that these tactics are unambiguous and effectively executed by all parties concerned. Incorrect government policies on the prioritization of tourism initiatives have the potential to adversely affect the success of those projects. Consequently, possessing the appropriate plan is crucial for the triumph of every tourism endeavor.

Proper planning and strategy will help the government, non-governmental organizations (NGOs), and other institutions towards tourism development. In addition, it ensures that essential tourism-related services run effectively and efficiently for the community—strategy: a plan of action to achieve a long-term or overall goal (Stevenson, 2010). A strategy is a plan of action to achieve a long-term or overall goal. Strategies are designed from the perspective of future needs (travelers) to lead to achieving specific goals and objectives, including key activities. Implementation is integrated and coordinated to utilize core competencies to gain competitiveness. The strategy is implemented to establish large-scale objectives and coordinate all resources to optimize the program (Sutirna, 2021).

Strategy becomes a fundamental decision and action in the management of an organization that all organizational resources will carry out following previously agreed goals (Siagian, 2004). A strategy is a decision formulated based on a review of internal and external factors that require adequate resource allocation in its implementation (Aprizal, 2018). Through the Regional Development Planning Agency (Bappeda), local governments design programs, activities, and achievement strategies in the Strategic Plan so that each program or activity can run effectively and achieve its goals. Implementing these programs and activities is coordinated with the National Development Planning Agency (Bappenas) and the Ministry of Finance in the Trilateral Meeting forum (RY & Rupilu, 2020).

### ***Tourism Development***

Tourism sector activities require a development strategy that follows the conditions and environment because tourism development has different strategies. The development strategy must be tailored to the supporting and inhibiting factors, making each area's strategy unique. Development refers to gradual and regular progress towards specific goals. Development in the

tourism sector is a strategy to enhance and advance tourist areas, making them more attractive to increase tourist visits (Paturusi, 2001).

Properly planned tourism development will yield advantages for travelers, investors, the government, and the local population. In order to be accomplished, the development of tourism must possess a well-defined concept. This notion can be communicated to all relevant parties, ensuring that each party understands their position and actively participates in the maintenance and development of tourism within their jurisdiction.

Concepts with structured development prospects will attract investors' attention to the tourism sector. Investors are expected to provide funds to construct comfortable hotels or inns for tourists. Managers can also seek assistance from related parties to construct access to tourist sites. Ease of road access is also an essential factor for attracting tourists.

The development of the tourism sector aims to obtain maximum benefits and minimize problems that might occur (Amerta, 2019). Development in the tourism sector is a successful method for revitalizing the economic sector in rural and urban tourism destinations (Lee & Jan, 2019). Kuncoro (2018) in Mu'alim dan Habibussalam (2021) stated that organizations intentionally develop strategies to enhance status, capacity, and resources to create a development strategy.

The tourism sector's optimal development requires various parties' involvement, aiming to add value and increase foreign exchange for the region. This condition is in line with the opinion of (Atun et al., 2019), which states that the development of the tourism sector must be carried out consistently and sustainably in an economic, environmental, and sociocultural manner to impact the surrounding community positively.

Establishing a healthy and enduring tourism sector entails attracting frequent visitors to the region, resulting in favorable economic effects on the community. In order to have a long-lasting and beneficial effect on the economy, developers in the tourist industry must demonstrate innovation by generating ideas that are relevant to the current trends and context, and by developing material that aligns with these concepts. These concepts and information should ignite tourists' inquisitiveness and vitality and motivate them to persist in their visits.

Tourism developers must assign priority to implementing environmentally friendly techniques, ensuring the preservation of the natural environment of tourist attractions, maintaining cleanliness in the surrounding areas, and showing respect towards the local people. Establishing a stable and enduring tourism industry in sociocultural terms entails preserving the cultural values that have been in existence since before and facilitating the rejuvenation process for younger stakeholders to ensure the longevity of these cultural values.

Development in the tourism sector can be successful if it produces benefits in the economic sector (Barkauskas et al., 2015). Furthermore, to maximize the development of cultural tourism, it is essential to integrate aspects of the environment, local communities, and tourists with principles aimed at protecting and sustainably utilizing resources (Arida & Sunarta, 2017). Managers must help visitors and the community develop a sense of ownership towards tourism, preserving ancestral cultures. The surrounding community is encouraged to be able to welcome tourists who come well and avoid actions that make people uncomfortable, such as robbery or illegal fees. The manager also calls on tourists to enjoy tourism moments without damaging existing facilities or littering. Well-maintained tourist attractions can be utilized for a long time. Managers should also avoid developments that harm the environment and put tourists at risk. Tourism development should also prioritize disaster safety.

Tourism development will create jobs, overcome unemployment, improve the local community's economy, and community involvement in promotion and entrepreneurship. Managers can empower the local community by allowing them to work as tourist guides, creating new job opportunities for the area. Economic activities in the tourism sector play a crucial role in the local economy and contribute to the region's income. Many other economic activities are closely related to tourism, such as transportation, telecommunications, and retail businesses (Roziqin & Syarafina, 2021). Tourism development must also focus on promotion, as availability and clarity of information are essential for tourists to discover attractions and become interested in them when provided with detailed information. In this digital era, promotion has become very easy with social media. Social media's popularity and ease of use play various roles, including as a promotional tool (Hartono et al., 2022).

*Sustainable tourism* is a concept of traveling that has a long-term impact by paying attention to the environment, society, culture, and local communities and visiting tourists (Burns & Holden, 1997). The concept of sustainable development in tourism is an integration between the physical environment (place), the cultural environment (host community), and tourists (visitors).

According to the United Nations World Tourism Organization (UNWTO), sustainable tourism is tourism that considers the overall impact on the economy and the environment today and in the future. Sustainable tourism addresses the needs of tourists, the tourism industry, environmental sustainability, and the empowerment of local communities in a tourism area (Pariwisata, 2014).

The current tourism strategy focuses on single-destination tourism. To address this, government policies and collaboration among all stakeholders, particularly the local



community, are needed in tourism areas. The central government's discourse emphasizes the development of KSPN-BYP, which includes the Klaten Regency. The development plan needs to be handled wisely by the Klaten Regency Government.

### **III. Research Methodologies**

The research approach used in this study is qualitative. Qualitative description entails a conceptualization process that leads to developing a clarification plan. Once these clarification plans are formulated, the researchers measure the size or distribution of those characteristics within a specific group. The objectivity of determining the weight of the criteria affects the quality of the information produced. Furthermore, the researchers determine the weight value, then the obtained weight is calculated using a Likert scale. Data was collected using interview, observation, and documentation approaches. This research was analyzed using the SWOT method, including Strengths, Weaknesses, Opportunities, and Threats (Rangkuti, 2006).

### **IV. Result and Discussion**

Researchers used SWOT analysis to determine the development strategy of the Plaosan Temple in Klaten. Researchers captured perceptions and expert assessments of internal (Disbudporapar and Bappelitbangda) and external (Pokdarwis, Tour & Travel Association, and the surrounding community) factors to obtain strength, weakness, opportunity, and threat factors. From assessing the weights of the Internal Factor Analysis System (IFAS) and External Factor Analysis System (EFAS), there are several alternative strategies in Klaten Regency's regional development efforts.

#### ***Internal Potential of Plaosan Temple***

The internal potential of a tourist attraction encompasses its inherent qualities and current condition. These variables identify the actual condition of tourist attractions in the field. The identified internal factors of tourism sites in the temple area of Plaosan Village, Prambanan District, Klaten Regency, are detailed in Table 1 below:

**Table 3. The SWOT Analysis of Plaosan Temple Cultural Heritage Site Internal Factors**

<b>No.</b>	<b>Strength (S)</b>
1	Prambanan National Strategic Area (KSN) for sociocultural activities
2	The Plaosan Temple site is a cultural site developed for tourism. Daya Desa Program (Kemendikbudristek), Local Champion Program (Kemenparekraf).
3	Ease of accessibility in getting to the location of Plaosan Temple.
4	Superior tourism potential (training of tourism personnel by Kemenparekraf, Pokdarwis).
5	The Plaosan Temple tourism area is strategically located adjacent to the city of Yogyakarta and the international airport, so both local and foreign tourists can reach it.

No.	Weakness (W)
1	Promoting the Plaosan temple tourism area is still not optimal, so the number of tourists still needs to be higher than other tourist areas.
2	Limited attraction of tourism objects and supporting facilities
3	Limited accommodations such as hotels and inns in the Plaosan temple tourism area
4	Lack of public transportation facilities
5	Information about the temple tourism area is still less widespread, especially for foreign tourists needing easy access to local information.

### ***External Factors of Plaosan Temple***

External factors of tourism objects complement the internal potential and support the infrastructure development of a tourist attraction.

#### **External Factors**

No.	Opportunities (O)
1	Various central government programs and CSR (PT. BNI. Astra International)
2	Development and progress of development owned by the regions (Bugisan Tourism Village as a national priority village)
3	Technological advances (website program and training packages)
4	Cooperation with areas around Klaten Regency (development of tour packages and travel agents)
5	Presidential Regulation No. 18/2020 Strategic Priority Projects (Major Project Priority Tourism Destinations KSPN-BYP)

No.	Threat (T)
1	The temple area is located in an area prone to natural disasters such as volcanic eruptions and earthquakes.
2	Temple tourism is spread at several points in the Klaten Regency area.
3	Security disturbances such as social conflicts and the threat of terrorism can affect accessibility and tourist interest in visiting the tourist area.
4	Competition with other tourist destinations.
5	Changes in tourism regulations, such as immigration and visas, can affect the accessibility of foreign tourists.

### ***Strategy Formulation***

It is an interaction of internal-external strategy combinations based on SWOT weighting to determine priorities and interrelationships between strategies.

#### **S-O Strategies**

1. Establish the Prambanan National Strategic Area (KSN) as a sociocultural activity through Presidential Regulation No. 18/2020 concerning Strategic Priority Projects (Major project Priority Tourism Destinations (KSPN-BYP)).
2. Improve the attractiveness of Plaosan Temple as a cultural site through regional cooperation.
3. The tourism potential of Plaosan Temple is enhanced through various programs implemented by both central and local governments.

4. Improve accessibility to Plaosan Temple's location as part of regional development progress (Bugisan Tourism Village as a national priority village).
5. Develop strategic superior potential through technological advances in increasing local and foreign tourist visits.

#### **W-O Strategies**

1. Increased promotion by the central government, regions, and stakeholders, referring to Presidential Regulation No. 18/2020 Strategic Priority Projects Area (Major project Priority Tourism Destinations (KSPN-BYP)).
2. Improve supporting attractions through various central government programs.
3. Improve accommodation facilities through cooperation with areas around Klaten Regency.
4. Add public transportation routes and facilities through cooperation with regional development programs.
5. Ease of access to tourism information through advances in information technology.

#### **S-T Strategies**

1. Accelerate the establishment of Strategic Priority Project Areas (Major project Priority Tourism Destinations (KSPN-BYP)) to anticipate changes in tourism regulations.
2. Enhance tourism potential and protect the area from natural disasters.
3. Improve security in the strategic tourism area of Plaosan Temple to prevent social conflicts and terrorism threats.
4. Improve cultural attraction programs/activities as an attraction in anticipation of competition for many temple sites.
5. Add transportation accessibility routes through road markings to minimize competition from other tourist destinations.

#### **W-T Strategies**

1. Develop promotional techniques for tourism areas to avoid competition with other tourist destinations in Klaten Regency.
2. Increase accessibility of cultural attractions and facilities to changes in tourism-related regulations.
3. Improve facilities and accommodation to prevent competition from the many temples in the Klaten Regency area.
4. Add public transportation routes, facilities, and evacuation routes for areas prone to natural disasters.
5. Provide information and road markings to prevent disturbances to tourist security.

Furthermore, Table 4. contains the strategies developed based on internal factors (strengths, weaknesses) and external factors (opportunities, threats) in the IFAS-EFAS Interaction Matrix.

**Table 4. The SWOT Analysis Matrix (IFAS-EFAS)**

<p><b>IFAS</b> (Internal Factor Analysis Summary)</p> <p><b>EFAS</b> (External Factor Analysis Summary)</p>	<p><b>STRENGTH (S)</b></p>	<p><b>WEAKNESS (W)</b></p>
	<ol style="list-style-type: none"> <li>1. Prambanan National Strategic Area (KSN) for sociocultural activities</li> <li>2. The Plaosan Temple site is a cultural site developed for tourism. Daya Desa Program (Kemendikbudristek), Local Champion Program (Kemenparekraf).</li> <li>3. Ease of accessibility in getting to the location of Plaosan Temple.</li> <li>4. Superior tourism potential (training of tourism personnel by Kemenparekraf, Pokdarwis).</li> <li>5. The Plaosan Temple tourism area is strategically located adjacent to the city of Yogyakarta and the international airport, so both local and foreign tourists can reach it.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promoting the Plaosan temple tourism area is still not optimal, so the number of tourists still needs to be higher than other tourist areas.</li> <li>2. Limited attraction of tourism objects and supporting facilities</li> <li>3. Limited accommodations, such as hotels and inns in the Plaosan temple tourism area</li> <li>4. Lack of public transportation facilities</li> <li>5. Information about the temple tourism area still needs to be more widespread, especially for foreign tourists needing easy access to local information.</li> </ol>
<p><b>OPPORTUNITIES (O)</b></p>	<p><b>S-O STRATEGIES</b></p>	<p><b>W-O STRATEGIES</b></p>
<ol style="list-style-type: none"> <li>1. Various central government programs and CSR (PT. BNI. Astra International)</li> <li>2. Development and progress of development owned by the regions (Bugisan tourist village as a national priority village)</li> <li>3. Technological advances (website program and training packages)</li> <li>4. Cooperation with areas around Klaten Regency (development of tour packages and travel agents)</li> <li>5. Presidential Regulation No. 18/2020 Strategic Priority Projects (Major Project Priority Tourism Destinations KSPN-BYP)</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish the Prambanan National Strategic Area (KSN) as a sociocultural activity through Presidential Regulation No. 18/2020 concerning Strategic Priority Projects (Major project Priority Tourism Destinations (KSPN-BYP)).</li> <li>2. Improve the attractiveness of Plaosan Temple as a cultural site through regional cooperation.</li> <li>3. The tourism potential of Plaosan Temple is enhanced through various programs implemented by both central and local governments.</li> <li>4. Improve accessibility to Plaosan Temple's location as part of regional development progress (Bugisan Tourism Village as a national priority village).</li> <li>5. Develop strategic superior potential through technological advances in increasing local and foreign tourist visits.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased promotion by the central government, regions, and stakeholders, referring to Presidential Regulation No. 18/2020 Strategic Priority Projects Area (Major project Priority Tourism Destinations (KSPN-BYP)).</li> <li>2. Improve supporting attractions through various central government programs.</li> <li>3. Improve accommodation facilities through cooperation with areas around Klaten Regency.</li> <li>4. Add public transportation routes and facilities through cooperation with regional development programs.</li> <li>5. Ease of access to tourism information through advances in information technology.</li> </ol>

<b>THREAT (T)</b>	<b>S-T STRATEGIES</b>	<b>W-T STRATEGIES</b>
<ol style="list-style-type: none"> <li>1. The temple area is located in an area prone to natural disasters such as volcanic eruptions and earthquakes.</li> <li>2. Temple tourism is spread at several points in the Klaten Regency area.</li> <li>3. Security disturbances such as social conflicts and the threat of terrorism can affect accessibility and tourist interest in visiting the temple tourism area.</li> <li>4. Competition with other tourist destinations.</li> <li>5. Changes in tourism regulations, such as immigration and visas, can affect the accessibility of foreign tourists.</li> </ol>	<ol style="list-style-type: none"> <li>1. Accelerate the establishment of Strategic Priority Project Areas (Major project Priority Tourism Destinations (KSPN-BYP)) to anticipate changes in tourism regulations.</li> <li>2. Enhance tourism potential and protect the area from natural disasters.</li> <li>3. Improve security in the strategic tourism area of Plausan Temple to prevent social conflicts and terrorism threats.</li> <li>4. Improve cultural attraction programs/activities as an attraction in anticipation of competition for many temple sites.</li> <li>5. Add transportation accessibility routes through road markings to minimize competition from other tourist destinations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop promotional techniques for tourism areas to avoid competition with other tourist destinations in Klaten Regency.</li> <li>2. Increase accessibility of cultural attractions and facilities to changes in tourism-related regulations.</li> <li>3. Improve facilities and accommodation to prevent competition from the many temples in the Klaten Regency area.</li> <li>4. Add public transportation routes, facilities, and evacuation routes for areas prone to natural disasters.</li> <li>5. Provide information and road markings to prevent disturbances to tourist security.</li> </ol>

Based on the strategic matrix above, the weights and ratings are presented in Table 3 below:

**Table 5. The IFAS Matrix**

<b>Internal Strategy Factors</b>	<b>Value</b>	<b>Rate</b>	<b>Scoring</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>S-O Strategies</b>			
1. Establish the Prambanan National Strategic Area (KSN) as a sociocultural activity through Presidential Regulation No. 18/2020 concerning Strategic Priority Projects (Major project Priority Tourism Destinations (KSPN-BYP)).	0,20	4	0,80
2. Improve the attractiveness of Plaosan Temple as a cultural site through regional cooperation.	0,12	4	0,48
3. The tourism potential of Plausan Temple is enhanced through various programs implemented by both central and local governments.	0,08	3	0,24
4. Improve accessibility to Plaosan Temple's location as part of regional development progress (Bugisan Tourism Village as a national priority village).	0,15	3	0,45
5. Develop strategic superior potential through technological advances in increasing local and foreign tourist visits.	0,05	3	0,15
<b>Total</b>	<b>0,60</b>	<b>-</b>	<b>2,12</b>
<b>W-O Strategies</b>			
1. Increased promotion by the central government, regions, and stakeholders, referring to Presidential Regulation No. 18/2020	0,14	4	0,56

<b>Internal Strategy Factors</b>	<b>Value</b>	<b>Rate</b>	<b>Scoring</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Strategic Priority Projects Area (Major project Priority Tourism Destinations (KSPN-BYP)).			
2. Improve supporting attractions through various central government programs.	0,04	3	0,12
3. Improve accommodation facilities through cooperation with areas around Klaten Regency.	0,12	2	0,24
4. Add public transportation routes and facilities through cooperation with regional development programs.	0,04	3	0,12
5. Ease of access to tourism information through advances in information technology.	0,06	2	0,12
<b>Total</b>	<b>0,40</b>	<b>-</b>	<b>1,16</b>
<b>Scoring Total</b>	<b>1.0</b>		

**Table 6. The EFAS Matrix**

<b>Internal Strategy Factors</b>	<b>Value</b>	<b>Rate</b>	<b>Scoring</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>S-T Strategies</b>			
1. Accelerate the establishment of Strategic Priority Project Areas (KSN) to anticipate changes in tourism regulations.	0,13	4	0,52
2. Enhance tourism potential and protect the area from natural disasters.	0,08	2	0,16
3. Improve security in the strategic tourism area of Plausan Temple to prevent social conflicts and terrorism threats.	0,13	3	0,39
4. Improve cultural attraction programs/activities as an attraction in anticipation of competition for many temple sites.	0,12	4	0,48
5. Add transportation accessibility routes through road markings to minimize competition from other tourist destinations.	0,09	3	0,27
<b>Total</b>	<b>0,55</b>		<b>1,82</b>
<b>W-T Strategies</b>			
1. Develop promotional techniques for tourism areas to avoid competition with other tourist destinations in Klaten Regency.	0,09	3	0,27
2. Increase accessibility of cultural attractions and facilities to changes in tourism-related regulations.	0,08	4	0,32
3. Improve facilities and accommodation to prevent competition from the many temples in the Klaten Regency area.	0,12	3	0,36
4. Add public transportation routes, facilities, and evacuation routes for areas prone to natural disasters.	0,07	4	0,28
5. Provide information and road markings to prevent disturbances to tourist security.	0,09	3	0,27
<b>Total</b>	<b>0,45</b>		<b>1,50</b>
<b>Scoring Total</b>	<b>1.0</b>		

The Strategy Factors are as follows:

**Table 7. The Strategy Factors**

STRATEGIC FACTORS	VALUE	RATE (RANGKING)	WEIGHTED	DETAIL
<b>Internal:</b> <b>S-O</b> Establish the Prambanan National Strategic Area (KSN) as a sociocultural activity through Presidential Regulation No. 18/2020 concerning Strategic Priority Projects (Major project Priority Tourism Destinations (KSPN-BYP)).	0,20	4	0,80	
<b>W-O</b> Increased promotion by the central government, regions, and stakeholders, referring to Presidential Regulation No. 18/2020 Strategic Priority Projects Area (Major project Priority Tourism Destinations (KSPN-BYP)).	0,14	4	0,56	
<b>Eksternal:</b> <b>S-T</b> Accelerate the establishment of Strategic Priority Project Areas (Major project Priority Tourism Destinations (KSPN-BYP)) to anticipate changes in tourism regulations.	0,13	4	0,52	
<b>W-T</b> Improve facilities and accommodation to prevent competition from the many temples in the Klaten Regency area.	0,12	3	0,36	

The results of the questionnaire weighting are then used to arrange strategic priorities based on the combination of strategies with the highest to the lowest value.

**Table 8. SWOT Strategy Alternative Prioritization**

Priority	Strategy	Value
I	Strength – Opportunity (SO)	0,80
II	Weakness – Opportunity (WO)	0,56
III	Strength – Threat (ST)	0,52
IV	Weakness – Threat (WT)	0,36

The result of the IFAS-EFAS interaction producing alternative strategies with the highest weight is the Strength-Opportunity (SO) strategy, which utilizes strengths to capitalize on existing opportunities. The Klaten Regency government benefits from this utilization due to more internal strengths than weaknesses and more excellent opportunities than external threats for regional development.

### ***Development Strategy Based on SWOT Analysis***

The calculation of internal SWOT factors, combining Strength (S) and Opportunity (O), yielded the following result: "The establishment of the Prambanan National Strategic Area (KSN) as a sociocultural activity through Presidential Regulation No. 18 of 2020, which designates it as a Strategic Priority Project (Major project Priority Tourism Destinations (KSPN-BYP))". This combination has a weighted value of 0.80, the highest among the evaluated factors, indicating it is an immediate priority. Consequently, the recommended strategy is to "Accelerate the establishment of National Strategic Areas by employing Presidential Regulation No. 18 of 2020 Strategic Priority Projects (Major project Priority Tourism Destinations (KSPN-BYP))".

In addition to having good tourism potential, with conducive social and political conditions, the Klaten Regency Government has tried to increase the development of tourism potential by utilizing the opportunities of the regulation. Specifically, efforts to increase the utilization of the Plaosan Temple area have focused on boosting the number of local and foreign tourists. This has been achieved through collaboration with travel agencies, including ASITA, travel agents, and tourist information centers. Many trainings, such as tour guide training, tourism management, institutional strengthening, human resource development and quality enhancement, were also carried out to empower the surrounding community. In addition, efforts to increase tourism promotion, rearrangement of tourism objects (rehabilitation of Plaosan Temple), strengthening tourism institutions (Pokdarwis and Tourist Information Center), and holding regional flagship events. Efforts to empower and increase the community's income around the location of Plaosan Temple by the Klaten Regional Government aim to increase Klaten's Local Revenue (PAD). Based on field observations, this condition has yet to be fully realized or is not optimal because many obstacles are still faced.

The results of the calculation of internal SWOT factors are a combination of Weakness (W) and Opportunity (O) factors: "Increased promotion by the central government, regions and stakeholders referring to Perpres No. 18 of 2020 Strategic Priority Projects (Major project Priority Tourism Destinations (KSPN-BYP))" has the second largest weighted value of (0.56) with a program plan to make Klaten a single-destination. It is hoped that tourist destinations will become the leading tourist destinations. The program must be facilitated and supported by adequate infrastructure such as transportation, local culinary, and accommodation. The Klaten Regional Government has enhanced economic facilities and infrastructure by strengthening the micro-economic sector through small industries, MSMEs, and cooperatives around tourist sites in collaboration with Disbudporapar.



The results of the calculation of external SWOT factors are a combination of Strength (S) and Threat (T) factors: "Accelerating the establishment of the Prambanan National Strategic Area (KSN) to anticipate changes in tourism regulations" has a weighted value of (0.52) is a strategy whose implementation can be done immediately by implementing the National Strategic Area (KSN) by the Klaten Regional Government to avoid changes in tourism-related regulations.

Based on observations in the field, to establish the National Strategic Area (KSN), the Klaten Regional Government has attempted to integrate tourism actors into it. The integration and strategies implemented have led to single-destination tourism through cooperation between local governments (OPD) and stakeholders. Discussion meetings are held to enhance plans and align goals for the accelerated development of the National Strategic Area (KSN), addressing policies, opportunities, challenges, and issues. Additionally, the readiness of tourist attractions to accommodate visitors was evaluated. The tourism program in Klaten, particularly visits to Plaosan Temple, needs to be improved by suboptimal facilities and infrastructure, including hotels, transportation, and management. Improving these conditions requires a collaborative effort, not just government intervention but also strong support from the local community. The need for better management is evident, as the number of tourists visiting Plaosan Temple remains insufficient year after year.

The results of the calculation of external SWOT factors combined with the Weakness (W) and Threat (T) factors have a weighted value of (0.36). So, the strategy needed is to increase accommodation facilities such as hotels and inns to prevent competition from the many temple tours scattered in the Klaten.

Based on preliminary observations, accommodation (hotels and inns) in the Prambanan District, especially Bugisan Village and the Plaosan Temple location, needs improvement. Generally, tourists spend the night in Klaten City or other city areas. Even if some people spend the night around Plaosan Temple, tourists typically stay in the homes of residents willing to accommodate them. Seeing these conditions when associated with current factual conditions, it is apparent that the Plaosan Temple tourism sector still plays a lesser role in accelerating the economic development of the community in Klaten due to the lack of foreign and domestic tourist arrivals to Plaosan Temple. Based on the researchers' observations, several key factors influence this condition. These include the lack of promotion for regional tourism both domestically and internationally, inadequate public infrastructure facilities such as parking lots and access roads to Plaosan Temple, limited public transportation, a lack of tourist-related

attractions or activities, and a limited variety of local handicrafts, as many souvenirs are imported from outside the city of Klaten.

The limited infrastructure and lack of promotion at Plaosan Temple discourage tourists from visiting the site. The Klaten Regional Government must take strategic, systematic, integrated, productive, and sustainable actions to develop the tourism sector effectively. By doing so, the Plaosan Temple tourism initiative can become a crucial driver of regional development.

According to the SWOT analysis results, the S-O (Strength-Opportunity) strategy emerged as the best alternative, having the highest weighted value. Given the actual conditions observed in the field, it is concluded that all these strategies can be implemented concurrently. However, prioritization becomes necessary if resource constraints arise. Therefore, policy prioritization of several S-O strategies has been developed through SWOT analysis to ensure effective implementation.

Based on the data generated in Table 1 IFAS and Table 2 EFAS, the author further processed the data using the Quadrant Matrix to get the results of strategies and decisions to determine the right strategy for the development of Plaosan Temple in Plaosan Village, Prambanan District, Klaten.

According to the IFAS Table, the total score on internal factors (strengths) is 2.12, while internal factors (weaknesses) are 1.16. Thus, the point on the horizontal axis or x-axis is  $(2.12 - 1.16 = 0.96)$ . On the vertical axis or y-axis, the total score in the EFAS Table of Opportunity factors totals 1.82; for threat factors, the total score is 1.50. The calculation result of the y-axis point is at  $(1.82 - 1.50 = 0.32)$ , so the resulting coordinate point is  $(0.96; 0.32)$  as in Quadrant I in the Quadrant Matrix (Figure 1).

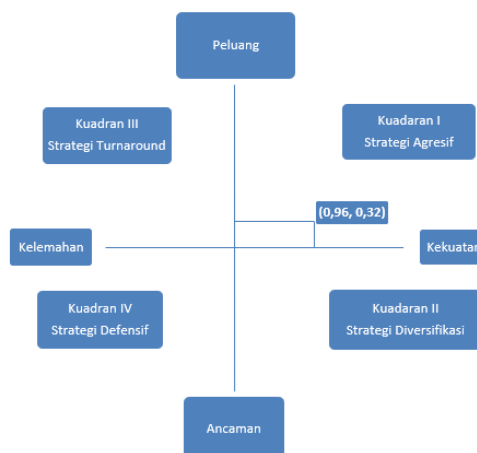


Figure 1. SWOT Analysis of IFAS and EFAS

## **V. Conclusion**

Based on the results of the SWOT analysis, the first alternative strategy is the Strength-Opportunity (SO) Strategy, which is a strategy that uses strengths to take advantage of opportunities to accelerate the formation of National Strategic Areas by utilizing Presidential Regulation No. 18/2020 as a Strategic Priority Project [Major project Priority Tourism Destinations (KSPN-BYP)]. The strategy is implemented by utilizing the potential of the existence of the Plaosan Temple site by empowering the surrounding community to increase local revenue (PAD) and increase the number of domestic and foreign tourists. The strategy can be further refined and enhanced, given the significant tourism potential of Plaosan Temple, which positions it as a prominent tourist destination. Transforming it into a premier tourist destination will bolster the microeconomic sector of the community, empowering small industries, MSMEs, and cooperatives to compete effectively in the marketplace. Furthermore, it is necessary to intensify promotional activities through engaging and interactive media channels that resonate closely with the public to enhance awareness and draw tourists to the Plaosan Temple site.

Based on the conclusions described, it is advisable to expedite the implementation of Plaosan Temple's tourism development by fostering collaboration with diverse stakeholders. The development can be achieved through heightened media promotion leveraging advanced technologies. Furthermore, diversifying attractions to enhance visitor appeal, refining and innovating souvenir offerings through community empowerment, and upgrading infrastructure such as parking facilities, accommodations, public transportation, and roads with proper signage are recommended. Collaboration with neighboring areas within Klaten Regency should also be explored to optimize these efforts.

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