

Tourism Marketing Strategies and Cultural Approach of BUMDes Murakabi Using TOWS Analysis in Kebondalem Kidul

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Abstract

This research looks into BUMDes Murakabi's tourist marketing techniques in Kebondalem Kidul, with a focus on the importance of cultural integration in tourism growth. The study takes a qualitative approach, relying on interviews and document analysis to identify the strengths, weaknesses, opportunities, and threats (TOWS) influencing tourist marketing. The data show that BUMDes Murakabi employs a combination of digital and conventional marketing methods, such as social media promotions, influencer partnerships, and local cultural events. Despite these attempts, problems such as inadequate digital marketing knowledge, budget limits, and infrastructural limitations impede tourist growth.

The report uses a TOWS analysis to make strategic suggestions. Key assets include a rich cultural past and active community engagement, but drawbacks such as limited promotional reach and dependency on seasonal tourists pose challenges. The increased interest in cultural and sustainable tourism creates opportunities, but problems such as competition and shifting visitor tastes represent considerable hazards. The strategy proposals focus on utilizing cultural heritage, improving digital marketing skills, procuring finance, and enhancing crisis management frameworks.

This study adds to the theoretical framework of sustainable tourism marketing and offers practical insights to policymakers and tourism stakeholders. The findings emphasize the significance of balancing commercialization with cultural authenticity in order to achieve long-term viability. Future research should investigate the long-term impact of these initiatives on community resilience and economic growth. BUMDes Murakabi can strengthen its tourist competitiveness by combining cultural preservation with creative marketing strategies.

Introduction

Tourism has emerged as one of the most important industries in the world economy, contributing significantly to job creation, economic growth, and cultural exchange (World Travel & Tourism Council, 2023). Tourist, particularly community-based tourist projects, plays an important role in promoting rural development in developing nations like Indonesia. One of the key strategies adopted by the Indonesian government to empower rural communities is the establishment of Village-Owned Enterprises (BUMDes), which harness local potential such as cultural heritage, natural resources, and traditional craftsmanship.

Community-based tourism promotes sustainability, local engagement, and cultural preservation. As tourism increases, it is critical to apply strategic marketing tactics that correspond with local cultural values in order to secure long-term economic and social gains. Tourism marketing includes a variety of tactics such as digital marketing, branding, and promotional activities. However, the specific challenge for BUMDes-managed rural tourism is to integrate modern marketing strategies while preserving local customs and cultural identity.

To design efficient marketing strategies, analytical methodologies such as TOWS analysis may be utilized to examine internal and external elements influencing a tourist business. TOWS analysis, an extension of SWOT analysis, offers a systematic method for detecting external opportunities and threats while utilizing internal strengths and resolving weaknesses (Wehrich, 1982). This study focuses on the instance of BUMDes Murakabi in Kebondalem Kidul, examining how its marketing methods include cultural components to build a sustainable and competitive tourist strategy.

BUMDes are local companies formed under Indonesian legislation to oversee economic activity inside villages with the goal of improving rural community welfare (Ministry of Villages Regulation, 2015). These businesses engage in a variety of industries, including agriculture, fishing, handicrafts, and tourism. BUMDes play an important role in the development of rural tourism by managing and developing local attractions, lodgings, and cultural experiences (Sofyan et al., 2021).

BUMDes Murakabi in Kebondalem Kidul is an example of a community-driven company that focuses on promoting the village's cultural and natural assets via tourism. The community is famous for its historical value, traditional arts, and agricultural techniques, all of which add to its distinct tourist attraction. BUMDes' success in tourism management is dependent on strategic planning, community engagement, and sustainable marketing methods.

Marketing is an important part of recruiting tourists and preserving a tourism destination's competitive edge. Traditional marketing strategies, such as brochures, word-of-mouth referrals, and participation in tourism fairs, are still effective, but internet marketing is becoming increasingly important. Social media platforms, websites, and online travel agencies (OTAs) enable rural tourist locations to reach a larger audience (Kotler et al., 2019). However, marketing tactics in rural tourism must go beyond conventional advertising and capture the soul of the local culture in order to distinguish the destination from others. Storytelling, content marketing, and experience marketing are all powerful strategies that prioritize authenticity and engagement. The capacity to craft a compelling narrative about the village's cultural heritage and lifestyle may considerably increase tourist interest and satisfaction (Kim & Jamal, 2007).

Culture has a significant impact on tourism development since it impacts the destination's appeal and overall visitor experience. Tourists are increasingly looking for authentic and immersive experiences that allow them to connect with local cultures, food, and customs (Richards, 2018). The cultural approach to tourist marketing entails incorporating these components into branding, promotional activities, and visitor interaction plans.

BUMDes can benefit from prioritizing cultural tourism. First, it strengthens the destination's unique selling proposition (USP), allowing it to stand out in a competitive tourist market. Second, it promotes cultural preservation by encouraging local communities to continue and share their customs. Finally, it adheres to the principles of sustainable tourism by ensuring that tourist activities promote local cultural and social development rather than commercialization or cultural deterioration (UNESCO, 2021).

TOWS analysis is a variant of SWOT analysis that enables a more strategic and action-oriented approach to decision-making. While SWOT identifies strengths, weaknesses, opportunities, and threats, TOWS analysis focuses on developing strategies to capitalize on strengths and opportunities while reducing flaws and threats (Wehrich, 1982). Applying TOWS analysis to BUMDes Murakabi's tourism marketing strategy can reveal how the company can leverage its strengths in cultural tourism, address marketing challenges, and navigate external threats such as competition from other destinations or shifts in tourist preferences.

Kebondalem Kidul is a hamlet with a rich cultural legacy, historical landmarks, and natural settings, making it an attractive tourist destination. BUMDes Murakabi has led the village's tourist development by encouraging cultural events, traditional crafts, and agritourism experiences. However, despite its promise, the town confronts a number of obstacles, including insufficient digital marketing skills, inadequate infrastructure, and seasonal swings in visitor arrivals.

This study uses TOWS analysis to build marketing strategies that correspond with Kebondalem Kidul's cultural strengths while also addressing operational and promotional deficiencies. To improve the competitiveness and sustainability of the village's tourist industry,

strategies such as digital storytelling, collaborations with cultural institutions, and involvement in eco-tourism networks might be considered.

Literature Review and Hypotheses Development

A literature review is used to comprehend the theoretical and empirical underpinning of a research investigation. This section examines existing research on tourist marketing strategies, cultural approaches in tourism, and the application of TOWS analysis in strategic decision-making. This review examines relevant literature to give insights into the theoretical frameworks and empirical data that underpin the research of BUMDes Murakabi's tourist marketing strategy in Kebondalem Kidul.

A. Tourism Marketing Strategies

Marketing is critical for marketing tourism destinations and maintaining competitiveness in a changing industry. Kotler et al. (2019) describe marketing as the process of understanding client requirements and devising tactics to meet them. Tourism marketing tactics include destination branding, advertising campaigns, internet marketing, and community participation (Buhalis, 2000).

With the growth of digital platforms, internet marketing has become essential for tourist promotion. Social media, search engine optimization (SEO), and influencer relationships have revolutionized the way locations reach out to potential guests (Xiang & Gretzel, 2010). Digital storytelling and virtual reality (VR) have also been used to increase participation and create engaging pre-travel experiences (Tussyadiah et al., 2018).

Experiential marketing aims to create memorable travel experiences via interaction and emotional involvement (Pine & Gilmore, 1999). Storytelling is a useful strategy in tourist marketing since it may express a destination's distinctiveness while also strengthening visitor attachment (Moscardo, 2010). Incorporating local folklore and history into tourism marketing increases cultural awareness and distinction (Richards, 2018).

B. Cultural Approaches in Tourism Marketing

Culture influences travel experiences and destination branding. Cultural tourism, which stresses heritage, traditions, and local customs, is gaining popularity as tourists seek genuine experiences (UNESCO, 2021). Cultural tourism promotes local identity and cultural preservation while boosting economic prosperity. Richards (2018) found that cultural branding increases a destination's competitive advantage. The incorporation of arts, crafts, and traditional performances into tourist activities draws culture-seeking visitors (McKercher & Du Cros, 2002).

Community-based tourism (CBT) focuses on local engagement and sustainability (Goodwin & Santilli, 2009). BUMDes-led tourism efforts, such as those in Indonesia, adhere to CBT principles by empowering local people and encouraging cultural continuity (Sofyan et al., 2021). Maintaining cultural integrity while meeting tourism expectations remains a significant problem for long-term cultural tourism growth (Jamal & Camargo, 2014).

C. TOWS Analysis as a Strategic Tool in Tourism Management

TOWS analysis is a more sophisticated strategic planning method that builds on SWOT analysis by systematically developing plans based on internal and external elements (Wehrich 1982). It has been used in several tourist studies to generate successful competitive strategies (Ritchie & Crouch, 2003).

TOWS analysis includes four strategic quadrants:

- SO Strategies: Using strengths to seize opportunities.
- WO Strategies: Addressing weaknesses by using opportunities.
- ST Strategies: Leveraging strengths to minimize challenges.
- WT strategies involve minimizing vulnerabilities and avoiding dangers.

A research by Gurel and Tat (2017) indicates the efficacy of TOWS analysis in developing data-driven strategies for sustainable tourist development.

Fodness and Murray (2007) found that rural tourist businesses can benefit from strategy frameworks like TOWS to overcome constraints such as limited finance and seasonality. TOWS study of BUMDes Murakabi can give practical information into improving tourist marketing tactics while preserving cultural authenticity.

Research Methods

Using TOWS analysis, this study takes a qualitative research technique to investigate BUMDes Murakabi's tourist marketing tactics and cultural integration in Kebondalem Kidul. A case study technique is used to gain a thorough grasp of the subject, allowing for detailed descriptions and contextual insights (Yin, 2018). Primary data will be gathered through in-depth interviews with key stakeholders such as BUMDes managers, local government officials, and tourist professionals. Furthermore, participant observation and focus group discussions (FGDs) will be held to gather opinions from community people participating in tourist development (Creswell & Poth, 2018). Secondary data will be compiled from government publications, scholarly journals, and official policy documents.

Thematic analysis will be used to uncover patterns and themes in qualitative data (Braun and Clarke, 2006). Furthermore, TOWS analysis will be used to systematically build strategic insights by comparing internal strengths and weaknesses to external opportunities and threats (Weihrich, 1982). This study follows ethical principles, providing informed permission, confidentiality, and data protection for all participants (Bryman, 2016).

Results and Discussion

This section presents the findings of the study and discusses them in relation to existing literature. The results focus on the tourism marketing strategies implemented by BUMDes Murakabi, the role of cultural integration in tourism development, and the application of TOWS analysis to formulate strategic recommendations.

A. Tourism Marketing Strategies of BUMDes Murakabi

According to the survey, BUMDes Murakabi uses both digital and conventional marketing tactics to promote tourism in Kebondalem Kidul. Social media advertising, collaborations with influencers, and the usage of online travel platforms to attract domestic and international travelers are all examples of digital marketing tactics. Traditional marketing strategies including local events, cultural festivals, and word-of-mouth continue to be important for community participation and heritage preservation (Kotler et al., 2019). However, a lack of effective digital marketing tools and insufficient advertising resources make it difficult to reach a larger audience.

B. Cultural Integration in Tourism Development

Cultural heritage is an important part of BUMDes Murakabi's tourist operations. Local customs, performances, and handicrafts are integrated into tourism experiences to establish a distinct cultural identity (Richards, 2018). Interviews with local stakeholders show that cultural tourism boosts community pride and creates economic possibilities for craftsmen and entertainers. However, balancing tourism expansion and cultural authenticity remains a concern, since commercialization may dilute traditional values (Jamal & Camargo, 2014).

C. TOWS Analysis

To get strategic insights, a TOWS analysis was performed by comparing internal strengths and weaknesses to external opportunities and threats.

Table 4.1 Identification of TOWS Factors

Strengths (S)	Weaknesses (W)
1. Rich cultural heritage	1. Limited digital marketing expertise
2. Strong community involvement	2. Insufficient promotional budget
3. Unique traditional performances	3. Lack of infrastructure support
4. Government and local support	4. Dependence on seasonal tourism
5. Strong local tourism branding	5. Limited access to international tourism networks
Opportunities (O)	Threats (T)
1. Growth of cultural tourism trends	1. Competition from nearby destinations
2. Increasing interest in sustainable tourism	2. Economic downturns affecting travel spending
3. Digital platforms for tourism promotion	3. Environmental and climate challenges
4. Government tourism incentives	4. Changing tourist preferences
5. Potential for international collaborations	5. Uncertain regulatory policies

Source : data processed

Table 4.2 Strategic TOWS Matrix

	Opportunities (O)	Threats (T)
Strengths (S)	<p>SO Strategies: 1. Leverage cultural heritage and community engagement to collaborate with national and international tourism agencies. 2. Utilize digital platforms (e.g., Google Travel, TripAdvisor) to enhance online visibility and attract niche markets. 3. Develop tourism packages incorporating traditional performances and sustainable tourism experiences.</p>	<p>ST Strategies: 1. Differentiate from competitors by emphasizing eco-friendly and community-based tourism models. 2. Implement adaptive marketing strategies to counter economic downturns and changing tourist behaviors. 3. Develop infrastructure to mitigate environmental challenges and enhance visitor experience.</p>
Weaknesses (W)	<p>WO Strategies: 1. Invest in digital marketing training and workshops for local tourism operators. 2. Seek funding from government grants and CSR initiatives to strengthen promotional activities. 3. Form partnerships with international tourism networks to expand visitor reach.</p>	<p>WT Strategies: 1. Develop diversified revenue streams, such as online cultural experiences and e-tourism initiatives. 2. Strengthen regulatory frameworks and tourism policies to ensure sustainability and resilience. 3. Enhance crisis management strategies to deal with potential regulatory and environmental threats.</p>

Source : data processed

D. Analysis of Strategic TOWS Matrix

The Strategic TOWS Matrix provides a framework for utilizing strengths, overcoming weaknesses, capitalizing on opportunities, and reducing risks in order to improve BUMDes Murakabi's tourist marketing strategy. The SO initiatives emphasize the power of cultural heritage and community-driven tourism to offer appealing experiences for both local and international tourists. BUMDes Murakabi may broaden its market reach and position itself as a distinct cultural tourist destination by integrating digital platforms and creating strategic alliances (Buhalis, 2000).

The ST techniques emphasize distinctiveness and resilience. With increased competition from adjacent tourist attractions, it is critical for BUMDes Murakabi to highlight its eco-friendly and community-based tourism approach. Implementing adaptive marketing techniques assures the capacity to respond to economic fluctuations and changing visitor tastes, whereas infrastructure development is critical to providing high-quality services and successfully managing environmental concerns (Kotler et al., 2019).

The WO strategies address internal shortcomings by capitalizing on existing possibilities. Investing in digital marketing training and obtaining funding from government grants and corporate social responsibility (CSR) initiatives may boost promotional efforts and exposure. Furthermore, developing international tourist collaborations increases Kebondalem Kidul's access to global markets, extending the attractiveness of its cultural tourism services (Xiang & Gretzel, 2010).

Finally, WT tactics emphasize risk management and sustainability. Diversifying revenue sources via virtual cultural encounters and e-tourism projects can assist to lessen reliance on seasonal tourists. Long-term sustainability is ensured by strengthening tourist rules and policies, while crisis management measures prepare BUMDes Murakabi for any environmental or regulatory disruptions (UNESCO, 2021).

BUMDes Murakabi may improve its market positioning, maintain long-term economic sustainability, and retain cultural authenticity by systematically adopting the strategic insights gained from the TOWS research. Strengthening digital marketing activities, developing collaborative networks, and utilizing existing resources will allow the organization to attract more visitors while remaining true to its cultural origins.

Investing in community training programs and capacity-building projects would empower local stakeholders, allowing them to actively contribute to the long-term growth of tourism. BUMDes Murakabi may have access to extra funds and technical experience by forming relationships with government agencies, private investors, and worldwide tourism networks, which will help to enhance infrastructure and promote tourism. Furthermore, integrating digital platforms and employing data analytics would enable the company to customize marketing tactics to changing customer preferences, hence enhancing visitor engagement and retention.

To ensure economic sustainability, revenue streams must be diversified beyond seasonal tourist, such as through virtual tourism experiences, retail, and cultural programs. Sustainable tourism methods, such as eco-friendly lodgings and responsible tourist legislation, will boost the destination's popularity while protecting its environmental and cultural integrity. Furthermore, adaptive crisis management solutions will help to reduce possible dangers, such as economic downturns and regulatory changes, ensuring long-term stability.

By constantly improving and implementing these strategic objectives, BUMDes Murakabi may establish itself as a prominent cultural tourist destination while balancing economic growth and heritage protection. The successful implementation of TOWS-based solutions would not only boost local economic resilience, but will also cement Kebondalem Kidul's distinct personality, assuring its attraction to domestic and international tourists for years to come.

E. Strategic Goals and Outcomes

The strategic efforts seek to boost BUMDes Murakabi's tourist market position by combining cultural authenticity and contemporary marketing tactics. The key goals are to improve digital marketing skills, build collaborative networks, and improve infrastructure to enable sustainable tourist growth. These activities will promote tourist engagement, strengthen local economic resilience, and maintain the long-term viability of community-based tourism. Furthermore, boosting visitors' accessibility, both online and offline, is critical to broadening the scope of BUMDes Murakabi's goods.

Investing in community training and capacity-building initiatives is also critical to empowering local businesses and craftspeople and assuring their active participation in the tourist industry. Strengthening ties with government agencies, non-governmental organizations (NGOs), and the corporate sector will make financial and technical assistance more accessible. The long-term objective is to establish Kebondalem Kidul as a model for cultural tourism sustainability, combining economic development with cultural preservation and environmental responsibility.

By applying these methods, BUMDes Murakabi may strengthen its resistance to external risks like as economic downturns and regulatory uncertainty, while also ensuring a stable and increasing tourism sector. Finally, the convergence of digital innovation, strategic alliances, and cultural authenticity will help to cement the village's status as a distinct and competitive tourism destination.

Implication and Conclusion

The findings of this study give important insights into the relationship between tourism marketing and cultural heritage protection. The findings imply that incorporating cultural assets into marketing tactics might increase tourism attractiveness while also promoting community

development. However, effective adoption necessitates investment in digital marketing skills, infrastructure enhancements, and stakeholder participation (Buhalis 2000). Policymakers may explore creating supporting tourist policies and provide financial incentives to boost local tourism projects (UNESCO, 2021).

The practical consequences underscore the importance of balancing consumerism and cultural authenticity. While tourist development can stimulate economic growth, excessive commercialization can destroy traditional values and change local cultural identities. BUMDes Murakabi must develop standards for preserving cultural assets while fulfilling visitor expectations. Furthermore, crisis management and resilience methods are essential for reducing risks connected with economic downturns, regulatory changes, and environmental difficulties (Jamal & Camargo, 2014).

The theoretical contributions of this study highlight the importance of integrated marketing techniques in sustainable tourist development. The implementation of TOWS analysis provides a formal framework for evaluating internal and external factors influencing tourist performance. Future study should look at the long-term effects of strategic marketing campaigns and adaptive models for tourist resilience (Richards, 2018).

In conclusion, BUMDes Murakabi has a huge opportunity to increase its market position via smart marketing and cultural tourist development. By implementing the proposed TOWS-based initiatives, the company may gain a competitive edge, promote tourist engagement, and contribute to long-term economic success. More study is needed to determine the long-term efficacy of these techniques in promoting tourist resilience and cultural preservation.

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