

The Role of Stakeholders in Marketing Communication at the Archaeological Museum to Increase Tourist Visits

Dhony Hardiyanto^{1*}, Mahendra Wijaya², Agung Satyawan³, Minto⁴

^{1,2,3}Universitas Sebelas Maret, Surakarta

⁴Museum dan Cagar Budaya

Corresponding Author: Dhony Hardiyanto dhonyhardiyanto@gmail.com

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ABSTRACT

The main problem faced is the decline in tourist visits over the past six years and the lack of marketing communication innovations that hinder potential visits. The method used is descriptive qualitative, with observation techniques, in-depth interviews, and documentation, and the selection of informants using purposive sampling, namely the Sragen Regency Youth, Sports, Museum and Cultural Heritage Office, Krikilan Village Government, Pokdarwis Purba Budaya, Tourists. The theory used includes the SOSTAC + 3Ms model from PR Smith. The results and discussion show that the marketing strategy implemented is still less than optimal because it is too focused on print media advertising, merchandise, and personal promotion through fam trips, and minimal use of digital media. The main stakeholders emphasise the role of education, while other stakeholders, such as Pokdarwis and Krikilan Village Government, are still less active in promotion. In conclusion, the marketing communication strategy of Sangiran Museum of Ancient Humans needs to be developed with the utilisation of more digital channels and more active involvement of secondary stakeholders

INTRODUCTION

International tourism continues to outpace the global economy, driven by a relatively strong global economy, a growing middle class in emerging economies, technological advances, new business models, affordable travel costs, and visa facilities, international tourist arrivals grew 5% in 2018 to reach 1.4 billion. This figure was achieved two years ahead of the UNWTO forecast. At the same time, tourism has generated \$1.7 trillion in exports. This makes the sector a real force worldwide for economic growth and the improvement of the lives of millions of people, transforming society as a whole (Pololikashvili, 2019).

According to a report issued by the United Nations World Tourism Organisation (UNWTO), Indonesia's tourism sector earned US\$14.2 billion in foreign exchange in 2017. This is an increase from US\$12.2 billion in 2015. When compared to the achievements of countries around the world and the region, Indonesia's tourism role in generating foreign exchange is still very small. According to a UNWTO report, Indonesia earned only US\$12.6 billion from the tourism sector in 2016. This is far below the amount of Thailand, which earned US\$52.5 billion from the tourism sector in the same year. Indicating that there is still much to be improved in Indonesia's tourism sector. In line with the findings of The Travel & Tourism Competitiveness Report 2017 from the World Economic Forum. (Ayudhia & Riyadi, 2018).

Through this UNWTO data, the government has made tourism a top priority for the Indonesian government as a leading sector that can drive the country's economic growth through foreign exchange earnings. According to a Bank Indonesia publication (2020), tourism contributed 18.4 billion dollars to the Indonesian economy in 2019, up from 17.9 billion dollars in 2018. The sector's performance shows promise, with an average increase of 12.3% per year. Alongside coal, palm oil, iron, and other industries, tourism is the second largest foreign exchange earner, just one notch below coal. Such is the growth of the tourism sector, the Indonesian government has designated tourism as the nation's key economic sector, which means all parties must work together. With 20 million foreign tourist arrivals in 2019, the tourism sector is expected to contribute US\$20 billion to the current account balance. (Ayudhia & Riyadi, 2018).

The potential of tourism in Indonesia must continue to be developed, in this case the government through the Ministry of Tourism and Creative Economy develops regional tourism potential in order to provide added value to revenue in the tourism sector. In 2019, the commitment of the Central Java provincial government is in line with the central government's commitment to make the tourism sector a leading sector that drives the country's economic growth through foreign exchange earnings. The acquisition of the *Indonesia Attractiveness Award (IAA) 2019 Gold Category of Large Provinces in the Tourism Sector*, from *Frontier Group & Tempo Media Group*. (JatengProv.go.id, 2019).

LITERATURE REVIEW

Sangiran Museum of Ancient Man, is one of the most important archaeological sites in Indonesia, famous for its collection of ancient human fossils and prehistoric artefacts. Sangiran Museum holds a lot of valuable information about human evolution and the development of human civilisation. The community around the Sangiran site is homogeneous in terms of population composition. Homogeneous in the sense of ethnic, religious, educational and economic diversity. (Yustina, et al 2013). The role of stakeholders in the tourism sector is developed by three interrelated parties such as the government, the private sector, and the community. Each party has a different role and function in the process. (Rahim, 2012b). Sangiran Museum offers knowledge about past human life. Several clusters in the Sangiran Museum of Ancient Man discuss various themes (BPSMP Sangiran, 2015). In its development, the Sangiran Ancient Human Site area, precisely in the Sangiran tourism village, also received the Indonesian Tourism Village Award (ADWI) 2021, Sangiran tourism village was chosen as one of the 50 Best Tourism Villages (Kemenparekraf/Baparekraf, 2021).

The Sragen Regency Youth, Sports and Tourism Office is responsible for tourism management. One of them is to provide information to the public about tourism in Sragen Regency, in this case including Sangiran Museum. This information must be delivered in an integrated way by the Sragen Regency Youth, Sports and Tourism Office and Stakeholders. This is because, according to (A Shimp, 2014), one of the main functions of integrated marketing communication is to determine the most appropriate media and marketing messages to inform, persuade, and encourage.

The choice of focus on increasing national tourist visits in this study is based on several considerations. First, national tourists have the potential for significant economic contributions because they are easier to reach and have a tendency to make repeated trips to attractive destinations. The focus on increasing the number of visits from domestic tourists is expected to create a sustainable economic impact for the area around Sangiran Museum, including increased income for local businesses. Thus, the choice of focus on national tourists is not only intended to increase tourism sector revenue, but also to build a solid foundation, strengthen local identity, and create impacts that are expected to bring significant economic, social and sustainability benefits.

The empirical problem in this study is the decline in the number of tourist visits in the last 6 years, due to the lack of marketing communication innovations carried out by the Sragen Regency Youth, Sports and Tourism Office and Stakeholders.

Through the use of the SOSTAC + 3Ms approach, it is hoped that the marketing communication strategy for the Sangiran Ancient Human Museum can be improved to achieve more measurable results. Although there are similar studies that use the SOSTAC + 3Ms theory, the previous studies also did not explicitly discuss KPI (Key Performance Indicator) as a stand-alone element in the framework. Therefore, this research will provide relevant indicators for each element of the SOSTAC+3Ms theory in marketing communication at the Sangiran Ancient Human Museum.

The literature found states that marketing communication is the biggest factor in influencing visiting decisions at tourist attractions (Nurjanah & Waluya, 2016). Based on these problems, this study aims to analyse the marketing communication strategy of the Sragen Regency Youth, Sports and Tourism Office at Sangiran Museum and the role of stakeholders, as well as planning, implementation and evaluation strategies in increasing tourist visits at Sangiran Museum. With the results of this study, it is hoped that it can be a strategic guide in optimising marketing communication strategies so that it has an impact on increasing tourist visits to the Sangiran Museum world cultural heritage site.

METHODOLOGY

This writing uses a qualitative descriptive approach with a focus on the naturalistic inquiry paradigm . This research was conducted at the Sangiran Ancient Human Museum. The reason for choosing this location as a place and object of research is because Sangiran Museum is an important archaeological site that is the site of ancient human fossils in the world. The types of data sources in the writing are primary data and secondary data. This research data collection technique uses a combination of three techniques, namely: observation, interviews and documentation. Purposive sampling was used in the collection effort, sample informants to explore the data of this research amounted to 14 people consisting of core informants totalling 2 people, namely the Sragen Regency Youth, Sports and Tourism Office, represented by the Head of Tourism Marketing and Creative Economy Development of the Sragen Regency Youth, Sports and Tourism Office and the Sragen Regency Youth, Sports and Tourism Office Tourism Analyst. The main informants were 4 people, namely: 1 Pamong Budaya Mahir, Museum and Cultural Heritage, and 3 Pamong Budaya Ahli Pertama, Museum and Cultural Heritage. Supporting informants totalled 8 people, namely: The head of Krikilan village, the head of the ancient culture pokdarwis because they are directly involved in the social interactions studied, and 6 tourists. The author uses the source triangulation method to test the validity and validity of this data. Data analysis used includes data condensation, Selecting, Focusing, Abstracting, Simplifying and Transforming, Data presentation, Conclusion (Miles, M. B., Huberman, A. M., and Saldana, 2014).

RESULTS AND DISCUSSION

The researcher has compiled a description based on the findings of observations, interviews, and data mining in the field regarding the role of marketing communication of the Sragen Regency Youth, Sports and Tourism Office and Other Stakeholders in Marketing Communication at the Sangiran Ancient Human Site to Increase Tourist Visits. The following researcher describes the results and discussion of his research:

Stakeholder Marketing Communication Strategy in Increasing Tourist Visits

The researcher conducted an analysis using the SOSTAC + 3Ms model theory, by PR Smith, using the theory to find out how to implement a marketing communication strategy to encourage tourist visits at the Sangiran Antiquities Museum. This model consists of several elements: *Situation Analysis, Objective, Strategy, Tactics, Action, Control*, along with *Men, Money, and Minutes*. However, important components of the strategy include segmentation, targeting, positioning, and sequence of tools, integration of the tools, and Tools, which is abbreviated as STOP SIT (Smith, PR., Zook, 2016).

Situation Analysis

The use of SWOT analysis was used to conduct the analysis, the following are the results of SWOT analysis from government stakeholders, private stakeholders and community stakeholders:

Table 1. SWOT Analysis

Strengths	Sangiran Museum, as a world heritage site, has global appeal with the world's largest collection of Homo erectus fossils (50%) and a diversity of unique fossils that enhance its educational and tourism value. Its relevant attraction for archaeological research makes it a magnet for students, creating a huge opportunity in the education market segment. In addition, Sangiran Museum supports local economic growth through the tourism sector, such as lodging, transport and culinary. Government infrastructure support also strengthens accessibility, opening up opportunities for collaboration with travel agents to increase visits.
Weakness	Sangiran Museum faces the challenge of the community's focus on personal gain that reduces attention to historical value and preservation. Limited communication media, difficult road access, and inaccurate digital map routes hinder promotion and accessibility. Strict cultural heritage regulations limit the development of new facilities, while uneven economic benefits between clusters create a sense of inequality. Lack of promotion and additional attractions discourage visitors from returning, exacerbated by a lack of funding and community awareness to develop local tourism potential.

Opportunities	The development of supporting facilities such as restaurants, hotels and homestays increases the convenience and attractiveness of Sangiran Museum as a tourist destination. Potential new fossil discoveries enrich the collection and attract tourists and academics. Local cultural tourism, such as brayat krajan and punden Tingkir, as well as cluster attractions such as Krikilan tourism village, create a more varied tourism experience while supporting cultural preservation. Infrastructure such as parking areas and sub-terminals improve accessibility and convenience, while the development of surrounding villages as part of the archaeological destination network spreads the economic benefits evenly.
Threats	The non-reporting of fossil finds by the community threatens the preservation and image of the Sangiran Museum as a custodian of cultural heritage. Competition from similarly themed tourism villages, such as Pasar Bahulak, risks diverting visitors if it offers a more interactive experience. While the presence of other fossil sites in Java is considered complementary, the lack of interesting and modern content at Museum Sangiran could reduce its appeal, especially to the younger generation.

Objective

Stakeholders have an important role in supporting the promotion and development of Sangiran Museum as a UNESCO-recognised educational tourism. The government, through the Sragen Regency Youth, Sports and Tourism Office, plays an active role in promoting the museum to attract tourists, using strategies such as fam trips and the Sangiran Fair event. Meanwhile, the Museum and Cultural Heritage focuses on community education, using various print media to increase awareness and knowledge about Sangiran. Pokdarwis (Kelompok Sadar Wisata) plays a role in community empowerment by forming tourism villages and providing tourism-related services, such as transport and tour guides, which are expected to provide good services to visitors. The Krikilan Village Government focuses on optimising Village Original Revenue (PAD) through tourism, including revenue from parking facilities, which is expected to be a sustainable source of income for the village if village funding ceases in the future.

Strategy

The STOP method (Segmenting, Targeting, Objective, and Positioning) was used to plan the strategy. Sangiran Museum has a wide segmentation, covering all ages and groups, especially students, university students, foreign tourists, and official guests. As an educational tourism destination, the museum stands out with its rich archaeological and prehistoric history, making it a relevant learning place for students. Most visitors consist of students and

families, especially during long holidays. To enhance its appeal, the Sragen Regency Youth, Sports and Tourism Office together with stakeholders continue to develop facilities, tourism programmes, educational activities and technological innovations. The museum is considered excellent in supporting educational needs, in line with the view of visitors and the agency that students and university students are the main market segment. In terms of targeting and objectives, Sangiran Museum targets various segments, including students, students, the general public, and families visiting during long holidays. The museum can be an alternative for outing class or study tour programmes, especially for those interested in prehistoric history and culture. Through activities such as 'Sangiran Masuk Sekolah' and socialisation to the community, the museum also aims to deepen knowledge about ancient humans. The main target includes students who want to learn more about history and culture, in line with the view that the museum supports public education. Positioning Sangiran Ancient Human Museum is an important archaeological site included in the UNESCO World Heritage, with the largest collection of Homo erectus fossils in the world. Apart from being an educational tourist destination, the museum also serves as a research centre on human evolution and prehistoric life. The Sangiran Museum plays an important role in preserving cultural and historical heritage, as well as providing educational programmes for students who want to learn more about biology and earth sciences. The Sragen Regency Youth, Sports and Tourism Office is responsible for museum promotion and budget submission for marketing communication programmes, with strategies that include segmentation, targeting, objectives and positioning. The promotion planning and implementation process involves several stages, including budget submission, selection of promotional media, and evaluation of results, with the aim of increasing tourist visits and local revenue (PAD).

Tactics

Museum Sangiran's promotional tactics include flexible measures that support marketing strategies, such as exhibitions, content creation, collaborations, tour packages, films, webinars, and social media and leaflets. The Sragen Regency Youth, Sports and Tourism Office collaborated with a travel agency and the Education Office to create an educational tour package for students, which provided hands-on experience with experts and increased their understanding of prehistory and the importance of cultural heritage preservation. The Sangiran Museum also utilises collaboration with other organisations and the creation of educational content on social media to reach a wider audience, especially the younger generation. Travelling exhibitions and the 'Sangiran Masuk Sekolah' programme help introduce the museum to students outside the area, while products such as souvenirs, educational books and brochures increase visitor knowledge. Collaboration and the creation of engaging content are expected to expand the reach of promotions and increase interest in history and archaeology. The implementation of these tactics aims to increase public awareness and participation, as well as support the educational goal of spreading cultural knowledge to current and future generations.

Action

The action plan to promote Sangiran Museum involves the Sragen Regency Youth, Sports and Tourism Office and various stakeholders. In the 2022-2023 period, various promotional activities were carried out, such as creative video competitions, installation of billboards, events such as Sangiran Fair and Sangiran 5K Fun Run, as well as making leaflets and souvenirs. The Youth, Sports and Tourism Office also collaborates with local MSMEs in events such as the Sangiran Fair, which supports the creative economy around the museum. A budget for promotion is submitted to TAPD (Local Government Budget Team), prioritising long-term investment in tourism. Marketing involves social media, print media and events to raise public awareness and promote the beauty and importance of preserving the site.

The Museum and Cultural Heritage also organises various promotional actions, such as travelling exhibitions, 'Sangiran Masuk Sekolah' events and video competitions, and introduces Sangiran through social media. The promotion budget depends on the activities organised, and all staff are involved in the planning. Events such as Tour de Sangiran and content competitions provide opportunities to involve the community in educational and promotional activities. The sustainability of this programme is expected to continue to be supported with an adjusted budget, so as to increase awareness and the local economy.

Control

Control is a method to track and measure performance against objectives, very important in marketing to ensure the steps taken are in line with existing indicators. The Sragen Regency Youth, Sports and Tourism Office controls the programme through questions and answers on social media and live radio broadcasts. Success is measured through the increase in the number of tourists and local revenue (PAD). Regular evaluations are conducted annually to assess the economic impact and effectiveness of promotions, using indicators such as visitor numbers and online ticket sales. Museum Sangiran overcomes the challenge of attracting visitors by organising events such as the Sangiran Night Trail and Sangiran Fair, as well as involving young people as tourism ambassadors to expand the reach of promotions on social media. In addition, control is carried out by providing a suggestion box and QR code to get feedback from visitors. Pokdarwis Purba Budaya also evaluates the tour package services offered, with the indicator of success being the increasing number of tourists using their tour package services. Meanwhile, the Krikilan Village Government only provides input on museum management policies, with no specific control. Overall, control is carried out to ensure the effectiveness of promotion, increase the number of visitors, and boost PAD. Collaboration between various parties is needed to improve the image of Sangiran Museum as an attractive and sustainable cultural tourism destination.

Key Message of Marketing Communication at Sangiran Museum of Ancient Man

Messages in marketing communications are information conveyed to be understood and comprehended by the audience, which can be an idea or activity being promoted. Factors such as style, repetition, and ease of understanding affect the effectiveness of the message. In the context of Museum Sangiran, the message should be appropriate to the audience, such as tourists, students, academics and the general public, to achieve goals such as increasing visits and appreciation of local history and culture.

Currently, the main messages are delivered through print media such as emblems and stickers such as 'Learning ancient sites? Sangiran is the place', and "The Homeland of Java Man". The key message has the intended meaning of attracting the attention of students, academics, and tourists who want to learn more about the history of prehistoric humans. However, to expand the reach, it is important to utilise digital media such as social media and interactive applications. Social media allows for broader and more participatory messaging, and can be tailored to audience interests, for example through history quizzes for students or research articles for academics. With a more modern and diverse communication strategy, Museum Sangiran can increase its awareness and contribution to the preservation of Indonesia's cultural heritage.

CONCLUSIONS AND RECOMMENDATIONS

The marketing communication strategy of the Sragen Regency Youth, Sports and Tourism Office and other stakeholders in promoting the Sangiran Ancient Human Museum is not optimal because it only uses several communication channels. The lack of development of these communication channels makes the marketing strategy not optimal, so its reach is limited. The strategy carried out by the Sragen Regency Youth, Sports and Tourism Office currently still focuses on advertising in the form of print media and events. Promotion through social media has been implemented but has not been maximised and is only limited to event information and information on ticket prices and Museum operating hours. In this case, the promotion carried out by the Sragen Regency Youth, Sports and Tourism Office and other stakeholders still needs to be developed more optimally to reach a wider audience and increase promotional effectiveness, so that it is expected to attract more tourist visits. Museums and Cultural Heritage, do more promotion in the form of education than the Sragen Regency Youth, Sports and Tourism Office. The marketing mix includes advertising using print and online media, sales promotion with merchandise, public relations.

FURTER STUDY

The limitation in this research is that the level of participation and cooperation from private and community stakeholders is still not optimal, so that it can have an impact on the implementation and evaluation of the marketing communication strategies discussed in this study. This study only discusses marketing communication at the Sangiran Museum of Ancient Humans, so it is hoped that future research can examine aspects of stakeholder communication. The results also show that communication between stakeholders at the Museum of Ancient Humans Sangiran needs to be improved to achieve the best level of effectiveness. In addition, the results show that, both in terms of information conveyed, mutual understanding, and coordination between the parties involved, there are several situations where communication between stakeholders has not run smoothly. Future research is expected to examine how the quality of communication between stakeholders affects museum performance, including in terms of the number of visits, cultural preservation, and visitor satisfaction. This research can identify the extent of involvement of various stakeholders, such as the government, local communities, and businesses, in efforts to promote and preserve the museum, as well as the impact on the visitor experience.

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