

## **From Authenticity to Measurable Impact: IFAS–EFAS SWOT and SMART Digital Marketing Strategy for Pasar Bahulak Cultural Tourism**

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**Abstract:** Community-based cultural destinations often possess strong authenticity but struggle to translate it into consistent digital communication and measurable local economic gains. This study assesses the current marketing approach of Pasar Bahulak and formulates more effective, sustainability-aligned promotional recommendations. Using a descriptive qualitative design, evidence from observation and documentation was organized thematically and integrated into a SWOT framework, operationalized via IFAS (internal factors) and EFAS (external factors) to derive SO/WO/ST/WT alternatives and a SMART implementation plan. The analysis produced an IFAS score of 3.33 and an EFAS score of 3.30, positioning the destination in Quadrant I and indicating an aggressive-growth (SO) orientation. Accordingly, the recommended strategy prioritizes leveraging distinctive cultural experience attributes, active social media presence, and community support to capture rising demand for local-experience tourism through more systematic digital campaigning, creator collaborations, and improved informational clarity for trip planning, while mitigating competitive and platform-volatility risks. To operationalize execution, a SMART objective is proposed that focuses on conversion quality rather than volume by increasing average on-site spending per visit from an early baseline of approximately IDR 19,091 to IDR 22,000–25,000 within a short evaluation window, monitored at each market day. These findings imply that combining IFAS–EFAS quadrant diagnosis with SMART targets can help cultural destinations move from visibility to measurable community economic impact while keeping promotional efforts aligned with alternative-tourism sustainability principles.

**Keywords:** destination marketing; community-based cultural tourism; digital promotion; ifas-efas; smart strategy

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### **INTRODUCTION**

Marketing strategy plays a central role in expanding market reach and shaping consumer preferences, particularly in tourism, whose contribution to national economies has been widely documented (Agyeiwaah, 2019; Della Corte et al., 2019). Beyond foreign-exchange earnings, tourism can stimulate infrastructure development and growth in related sectors (A.A.A Ribeka

Martha Purwahita et al., 2021), while creating employment, increasing local revenues, and strengthening local economic empowerment (Abou-Shouk et al., 2021; Dolezal & Novelli, 2022; Matthew et al., 2018). In Indonesia, tourism is also positioned as a key economic pillar that supports foreign-exchange gains and job creation and acts as a catalyst for MSMEs and the creative economy (Pikrianto et al., 2025). However, accelerated tourism growth can generate governance challenges, including ecological and social pressures frequently associated with mass tourism (Hernandez-Maskivker et al., 2021). This makes destination marketing strategies that are not only effective in attracting visitors but also aligned with sustainability agendas a timely and relevant research concern.

The literature characterizes mass tourism as the movement of large tourist volumes toward popular destinations, often leading to the commodification of natural and cultural resources without adequate sustainability considerations (Naumov & Green, 2015). Empirical studies suggest that although mass tourism may increase visitation, its negative impacts on the environment, natural resources, and host communities can be substantial (Baloch et al., 2023). In response, alternative tourism has developed with an emphasis on sustainability, community well-being, and cultural preservation, promoting more balanced relationships among visitors, environments, and local communities (Deville et al., 2016; Theng et al., 2015). Global shifts in tourist preferences further reinforce this direction, as tourists increasingly seek more personal and authentic experiences anchored in local engagement often discussed as a move toward experience-based tourism (Gannon et al., 2021). Yet, changing preferences alone does not guarantee destination performance; destinations still require adaptive, targeted marketing so their value propositions are recognized in increasingly competitive markets.

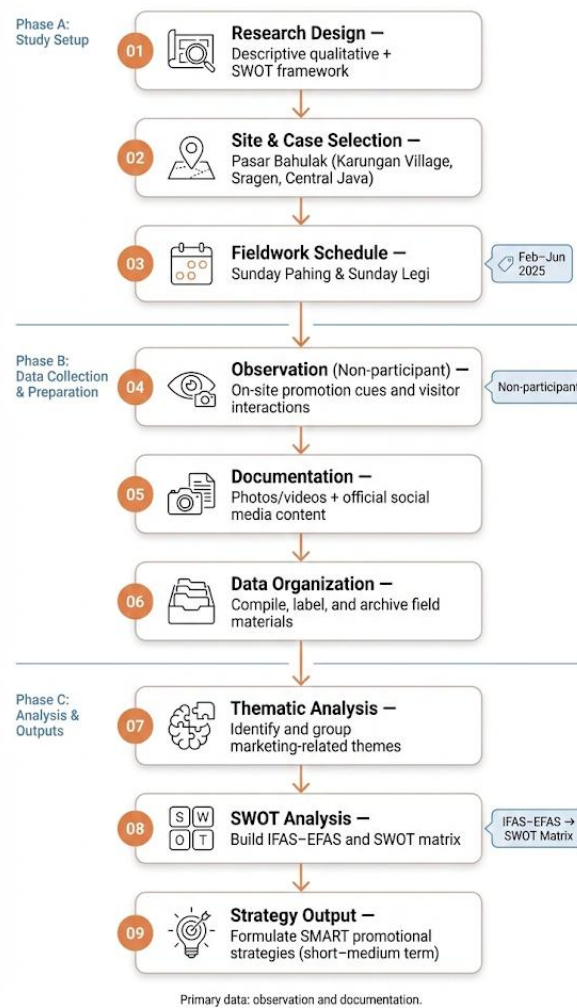
Prior work therefore highlights two core points, tourism delivers broad economic benefits, and the adverse consequences of mass tourism have encouraged alternative tourism approaches (Koba, 2021; Liu et al., 2022; Thommandru et al., 2023). However, limited clarity remains regarding how marketing strategies particularly digital and social-media-based approaches operationally communicate and sustain locally grounded destination value (e.g., authenticity, cultural immersion, and community involvement) in a way that supports both attractiveness and sustainability. While digital marketing is frequently described as an effective promotional channel (Melović et al., 2020), fewer studies explain how it is implemented to communicate distinct value propositions amid dense destination competition. Moreover, research linking social media marketing to increased visitation is often generalized, suggesting the need for more context-specific examination within destinations that offer distinctive experience-based products (Arofah & Achsa, 2022).

Against this background, this study analyzes the marketing strategy implemented at Pasar Bahulak in Karungan Village, Sragen an attraction featuring a “traditional-era market” concept, bathok coin transactions, local culinary offerings, and culture-based performances. Specifically, the study will propose more effective, relevant, and sustainable marketing recommendations for future destination development. The expected theoretical contribution is a clearer understanding of how digital marketing articulates alternative tourism values in local-wisdom-based destinations, while the practical contribution is to inform destination managers in designing promotional strategies that are targeted, adaptive, and consistent with evolving tourism trends.

## METHOD

### Research Design

This study adopts a descriptive qualitative design to document the destination’s current conditions and to interpret the marketing strategy enacted within a cultural tourism context. The design emphasizes contextual meaning-making based on narrative field evidence and visual documentation (Sugiyono, 2015). To strengthen strategy formulation, the study integrates SWOT analysis as an analytical framework for mapping internal factors (strengths-weaknesses) and external factors (opportunities-threats) as a basis for generating strategic alternatives (Rangkuti, 2004; Sugiyono, 2015). The overall research workflow from data collection, thematic organization of findings, development of IFAS–EFAS, and strategy generation through the SWOT matrix is summarized in Figure 1.



**Figure 1.** Research Workflow

### Research Site and Object

The research object is Pasar Bahulak, a cultural tourism attraction developed by the local community in Karungan Village, Plupuh District, Sragen Regency, Central Java Province, Indonesia. Pasar Bahulak represents everyday “tempo dulu” Javanese life through traditional culinary offerings and cultural activities, functioning simultaneously as a marketplace, a platform for cultural preservation, a mechanism for local economic empowerment, and a tourist attraction. The site was selected because it is a community-based tourism initiative that has grown through

local self-organization and has attracted public attention, making it a relevant case for examining destination marketing practices.

Fieldwork was conducted on the market's operating days Sunday Pahing and Sunday Legi between February and June 2025, to observe key attractions, promotional practices, and marketing-related opportunities and challenges as they emerged during real visitor encounters.

### **Data Type and Data Sources**

The study relies on qualitative data in the form of descriptive and interpretive accounts of marketing and destination management practices, supported by relevant visual evidence (Sugiyono, 2015). The primary data source is first-hand field evidence collected directly by the researcher through on-site observation and documentation (Sugiyono, 2015). These data capture market activities, visitor behaviour, cultural performances, and visible promotional practices implemented by the market management and participants.

### **Data Collection Procedures**

Data were collected through observation and documentation to generate a comprehensive account of how marketing is enacted in the destination setting.

#### **Observation**

Observation was employed to capture marketing practices and visitor interactions as they naturally occur in the Pasar Bahulak setting, where promotional cues are embedded in routines, spatial arrangements, and cultural performances rather than articulated in formal records. This approach aligns with qualitative inquiry that prioritizes contextual understanding and systematic field-based recording to interpret how the market operates and why particular promotional practices emerge (Poerwandari, 2007). Observations were conducted as non-participant observation on Sunday Pahing and Sunday Legi, focusing on: (i) visitor flow and engagement, (ii) on-site promotional artefacts and experience packaging (e.g., signage, layout cues, activity programming), and (iii) indications of how on-site promotion connects with official social-media content visible during field visits.

#### **Documentation**

Documentation complemented field observation by collecting, organizing, and reviewing records relevant to marketing activities. Documentation involves the systematic collection, processing, selection, analysis, and evaluation of information and materials related to an event or activity for organized retrieval and reuse (M.M Ruslan, 2016). Documents are understood as records of past events that may take the form of written notes, images, or other works (Sugiyono, 2019). In this study, documentation included field photographs and videos, as well as official social-media content related to Pasar Bahulak's marketing. The documented materials covered the market atmosphere, cultural performances, traditional culinary displays, and visitor-supporting facilities, providing visual support for the descriptive analysis.

#### **Data Analysis**

Data were analysed using descriptive qualitative analysis by systematically organizing observation notes and documentary materials, grouping evidence into marketing-relevant themes, and interpreting the meanings of these themes to produce an integrated description of promotional practices and destination management. The thematic findings were then used as inputs for SWOT analysis to identify internal and external factors influencing destination marketing performance and to support strategy formulation. The SWOT logic followed the comparison of internal factors (strengths, weaknesses) and external factors (opportunities, threats) (Rangkuti, 2004). Internal factors were summarized using IFAS (Internal Strategic Factor Analysis Summary), while external factors were summarized using EFAS (External Strategic

Factor Analysis Summary) (Nisak, 2014). The IFAS and EFAS results were subsequently integrated into a SWOT matrix to derive strategic alternatives (SO, WO, ST, WT) aligned with the site's actual conditions (Nisak, 2014). These alternatives then informed the development of SMART promotional strategies for short- to medium-term implementation.

## RESULTS AND DISCUSSION

Pasar Bahulak in Karungan Village (Plupuh District, Sragen, Central Java) can be described using the 4A framework. Its Attractions centre on a "traditional-era" Javanese market concept open only on Sunday Pahing and Sunday Legi—with classic rural scenery, vendors in *lurik/jarik*, and *bathok* (coconut-shell) coins. The main Activities include traditional culinary tasting, local cultural performances, photo spots, and family-friendly traditional games. Accessibility is relatively adequate ( $\approx 16$  km from Sragen;  $\sim 30$  minutes), with information primarily available through Instagram/TikTok and map-based search platforms. Amenities include parking, a prayer room, resting areas, traditional-style stalls, and public toilets, although cleanliness and promotional capacity still require improvement.

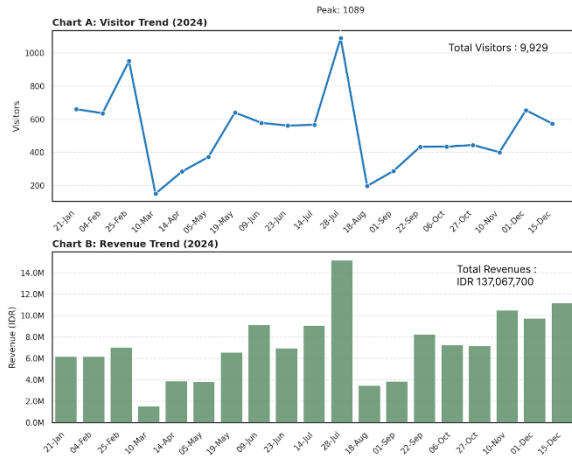
### Marketing Conditions of Pasar Bahulak (Field Observation Summary)

Field observations indicate that Pasar Bahulak's marketing is predominantly digital-facing, with strong dependence on visual platforms and location-based search tools, while formal branding elements remain limited.

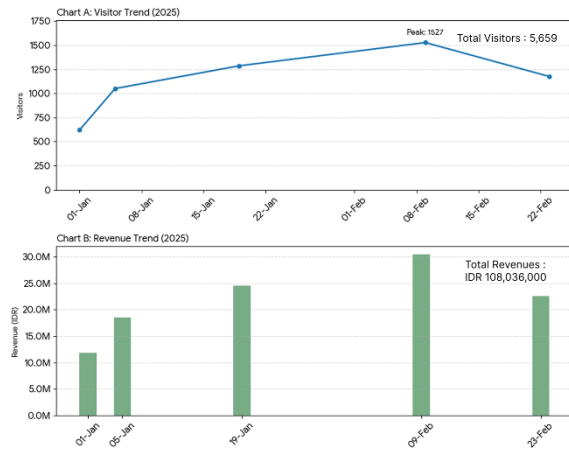
- **Active Social Media (Instagram, TikTok, YouTube).** The market consistently uses short visual content (photos/videos) to showcase the atmosphere, cultural attractions, and visitor activities. This functions as a key strength for reaching younger audiences and increasing awareness through experience-based storytelling.
- **Village Tourism Website (currently inaccessible).** The official tourism website that previously served as an information hub is unavailable due to a government takedown. This reduces access for visitors who prefer formal, centralized information outside social media.
- **Google Maps presence.** The destination is listed on Google Maps, supporting digital accessibility through navigation, travel-time estimates, and visitor reviews—features that can shape perceived credibility and visit intention.
- **Brand identity without a tagline.** While the concept is distinctive (traditional-era market and *bathok* coin system), the absence of a specific tagline suggests that brand articulation is not yet consolidated, potentially limiting professional brand positioning and message consistency across platforms.

### Visitor Trends: Comparison of 2024 vs. Early 2025

The comparison provides an overview of how visitor volumes changed across market editions and how the attendance pattern shifted from one year to the next, allowing the analysis to focus on per-edition intensity and early-year momentum rather than treating the pattern as a complete annual cycle; this interpretation is necessary because the 2024 dataset covers a full year (19 editions), whereas the 2025 dataset captures only the early period (five editions up to late February) as shown in Figures 2 (2024) and 3 (2025).



**Figure 2. 2024 Visitors**



**Figure 3. 2025 Visitors**

Across the 2024 and early-2025 editions, Pasar Bahulak shows a clear shift toward higher per-edition performance in both attendance and revenue. In 2024, the market recorded 9,929 visitors across 19 editions with total revenue of IDR 137,067,700, reflecting a moderate event scale with notable fluctuations. Meanwhile, in 2025, the visitor trend indicates a marked increase even though the available data only cover editions up to February; this is evident in the bar patterns showing sharp rises across consecutive editions. The first five editions of 2025 (January–February) generated 5,659 visitors and IDR 108,036,000 in revenue, meaning that in less than two months Pasar Bahulak reached approximately 57% of the full-year 2024 visitor total and about 79% of the 2024 revenue total, signalling growing public enthusiasm and suggesting that promotion and event delivery are beginning to reach a wider market.

However, because Pasar Bahulak does not rely on entrance tickets, its economic performance is structurally determined by on-site transactions between visitors and local MSME vendors using the *bathok* coin system. As a result, high attendance does not automatically translate into high revenue unless visitors actively purchase, while some editions may generate relatively high revenue even without exceptional crowd levels if per-visitor spending is stronger. This distinction is analytically important for the study because marketing effectiveness should be assessed not only through visitor volume, but also through the destination’s capacity to convert visits into transactions i.e., stronger spending capture per edition within a transaction-based market model.

**Competitor Analysis**

Pasar Bahulak operates in a growing niche of community-based “traditional market” tourism where destinations compete through cultural immersion, sustainability cues, and experience design often amplified through social media visibility and visitor-generated content. To situate Pasar Bahulak’s current positioning (its 4A profile and observed marketing conditions) within this competitive space and to identify practical improvement areas without losing its inclusive appeal, a brief comparison with similar markets is presented in Table 1.

**Table 1. Market Competitor Analysis Result**

Competitor Market	Key Strengths	Key Weaknesses
Pasar Dhoplang (Wonogiri)	Very large culinary variety (>140 traditional foods); strong sustainability identity (anti-plastic, leaf-based packaging); distinctive cultural	Mandatory <i>krama inggil</i> can reduce comfort for non-local visitors; coin system is more complex (multiple denominations)

Competitor Market	Key Strengths	Key Weaknesses
Pasar Keramat (Pacet, Mojokerto)	immersion (mandatory <i>krama inggil</i> , all staff in traditional attire); rotating weekly arts performances; scenic rice-field atmosphere; provides eco cloth bag option for take-away Strong full traditional concept (bamboo stalls, traditional tools like <i>anglo/kendi</i> , natural serving materials, no plastic); uses “gobog” coin system (Rp2,000); richer non-culinary offerings (animal feed sellers, bamboo crafts/toys, local massage services); live cooking; regular music/dance; attractive bamboo-forest setting Cool highland environment with dense bamboo forest; additional recreation asset (Tuk Mudal area with relaxation and toy-boat activities) that extends length of stay; broader live music variety; distinctive coin system (Rp2,500) supporting “unique transaction” experience	1–50; 1 coin = Rp1,000) compared with Bahulak’s simpler model  Mandatory <i>krama inggil</i> may feel exclusive/alienating for out-of-area tourists (lower inclusivity compared with Bahulak)
Pasar Slumpring (Tegal)		Higher coin value (Rp2,500) than Bahulak’s Rp2,000 may be less attractive for budget-sensitive visitors

Overall, the competitors demonstrate that traditional-market destinations can gain strong differentiation through (i) tighter sustainability execution (e.g., strict anti-plastic systems and standardized eco-packaging), (ii) richer and regularly refreshed programming (rotating performances, live music, live cooking), and (iii) broader product/service ecosystems beyond food (crafts, services, family recreation add-ons). For Pasar Bahulak whose core advantage already lies in authentic “tempo dulu” atmosphere, *bathok* coin transactions, and cultural performances the most actionable implication is to strengthen *consistency and scalability* of its value proposition through clearer branding and operational cues: a dedicated tagline and standardized storytelling across its active social media channels (Instagram/TikTok/YouTube) would help convert high visibility into repeatable visitation.

At the same time, the competitor weaknesses suggest a strategic advantage for Bahulak: unlike Dhoplang and Keramat, Bahulak is more inclusive (no language requirement), which can widen its market reach especially for non-local and younger visitors who dominate digital discovery. Therefore, rather than imitating exclusivity (e.g., mandatory *krama inggil*), Bahulak can compete by combining inclusive access with selective upgrades: implementing a realistic anti-plastic policy in stages, enhancing visual attractiveness of spaces and photo points, expanding family-friendly activities, and introducing periodic “signature editions” (rotating cultural themes or special culinary highlights) that provide a clear reason to return. Finally, because Bahulak’s revenue depends on transactions rather than entry fees, strategic improvements should target not only footfall but also spending conversion (e.g., highlighting signature menu bundles, improving comfort facilities such as toilet cleanliness, and designing experience cues that encourage longer stays and higher per-visitor purchases).

**SWOT Analysis (IFAS-EFAS)**

The SWOT assessment indicates that Pasar Bahulak’s internal capacity and external environment jointly support a growth-oriented promotional strategy

**Table 2.** IFAS Analysis Result

<b>Internal Factors (IFAS)</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
Unique concept (traditional-era market and <i>bathok</i> coconut-shell coins)	0.21	5.00	1.03
Active social media used for visual content (Instagram/TikTok/YouTube)	0.21	4.00	0.83
Strong enthusiasm and involvement of Baby Boomer and Gen X communities	0.14	3.50	0.48
Content delivery not yet optimal (no event/calendar information)	0.17	2.50	0.43
WOM strategy has limited reach; requires stronger digital approach	0.14	2.00	0.28
No tagline yet	0.14	2.00	0.28
<b>TOTAL</b>	<b>1.00</b>		<b>3.33</b>

The IFAS results show an overall internal score of **3.33**, reflecting relatively strong internal readiness driven by (i) a distinctive “tempo dulu” concept and *bathok* coin transactions, (ii) the presence of active social media channels, and (iii) strong community engagement that sustains positive word-of-mouth (WOM). However, the same internal diagnosis highlights constraints that are directly marketing-relevant: content is not yet sufficiently informative for planning (e.g., no clear event calendar aligned with the Javanese schedule), WOM remains concentrated among older segments, and brand articulation is incomplete due to the absence of a tagline.

**Table 3.** EFAS Analysis Result

<b>External Factors (EFAS)</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
Cultural tourism and local-experience trends create opportunities to attract more visitors	0.20	5.00	1.00
Opportunity to collaborate with influencers/digital tourism communities	0.20	4.00	0.80
Potential to become a cultural tourism identity for Sragen (beyond Sangiran)	0.13	3.50	0.47
Competitors actively partner with media/influencers	0.20	2.50	0.50
Social media content performance depends on platform algorithms	0.13	2.00	0.27
Emergence of similar competing traditional markets	0.13	2.00	0.27
<b>TOTAL</b>	<b>1.00</b>		<b>3.30</b>

On the external side, the EFAS score of 3.30 suggests that the environment offers considerable opportunities particularly the growing demand for cultural/local-experience tourism and the availability of digital collaborations with creators while threats remain credible, including competitor destinations using consistent paid/creator-based promotion and platform-algorithm volatility. When these scores are mapped into the SWOT quadrant (Figure 4), Pasar Bahulak falls into Quadrant I (SO / aggressive-growth position), consistent with the plotted coordinates (approximately  $x = 1.35$ ;  $y = 1.23$ ), implying that the most appropriate strategic direction is to leverage internal strengths to capture external opportunities through more systematic digital promotion.

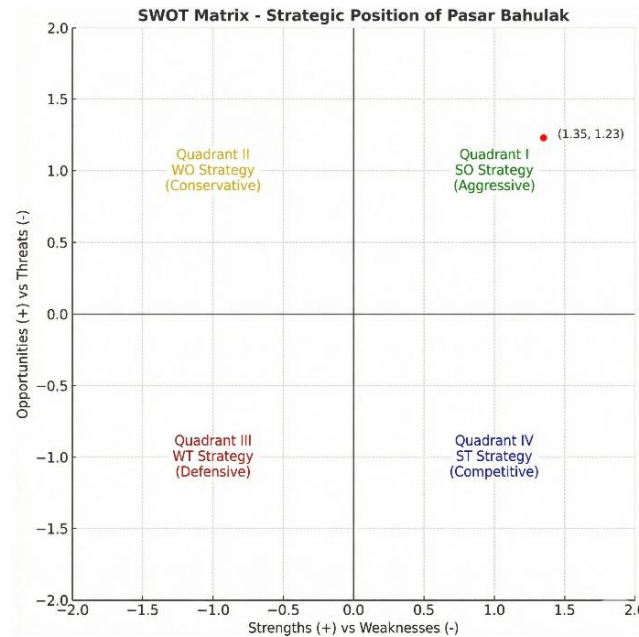


Figure 4. SWOT Matrix

The following is the SWOT analysis strategy formulation for the Bahulak Market :

**1. SO Strategies (Strengths–Opportunities): Primary Direction**

The core implication of the Quadrant I position is that Pasar Bahulak should scale what already differentiates it. First, the market’s unique concept (nostalgic setting + *bathok* coin system) should be treated as the primary digital value proposition and consistently translated into short-form visual narratives that highlight authenticity, participation, and “only-on-Pahing/Legi” exclusivity. Second, the existing social media presence should be upgraded from “documentation” to campaign-based communication, anchored in a structured content calendar that clearly explains operational dates (including the Javanese calendar equivalence), weekly/edition highlights, and visitor guidance. Third, collaboration with local influencers, travel content creators, and photography communities should be formalized as a growth lever to extend reach beyond organic algorithm exposure while maintaining cultural framing to avoid superficial “viral-only” messaging.

**2. WO Strategies (Weaknesses–Opportunities): Targeted Upgrading**

Opportunities in cultural-experience tourism and creator ecosystems can also be used to directly correct the current weaknesses. The highest-impact improvement is informational clarity: content should include an easy-to-read schedule, event rundown, and “what to do” guidance for first-time visitors unfamiliar with Javanese calendrics. In parallel, messaging and formats should be adapted to younger segments through concise reels, itinerary-style posts, and visitor-generated reviews to expand beyond older-segment WOM. Finally, developing a tagline is not cosmetic it is a mechanism for message consistency across platforms and for improving recall when competing destinations dominate users’ feeds.

**3. ST Strategies (Strengths–Threats): Differentiation Under Competition**

Given competitors’ promotional intensity and the risk of algorithm dependence, Pasar Bahulak should protect its visibility by increasing posting consistency and strengthening its recognizable narrative style (visual identity, recurring themes, signature hashtags). The destination’s strongest defensible asset is authenticity supported by community participation; therefore, content should foreground community roles (vendors, performers, local stories) as a differentiation layer that is harder for competitors to replicate.

#### 4. WT Strategies (Weaknesses-Threats): Risk Mitigation

To avoid promotional fragility, Pasar Bahulak should implement a simple but formal editorial guideline (content standards, posting rhythm, responsibilities) so promotion does not rely on one person or incidental momentum. Community-based promotion can be systematized by enabling vendors and visitors to contribute basic formats (testimonials, short reviews, mini-vlogs) that multiply distribution even without paid ads. A consistent tagline and key messages across all channels then function as a stabilizer against competitive noise and platform shifts.

##### **Segmentation, Targeting, and Positioning (STP)**

Cultural-experience destinations compete in heterogeneous markets, so an STP lens is useful for aligning the offer (experience design and communication) with the audiences most likely to value it and act on it. For Pasar Bahulak, the observed product characteristics (nostalgic “tempo dulu” setting, *bathok* coin transactions, culinary and cultural performances) and its current promotional reality (social-media-led visibility with limited planning information) imply three practical segmentation bases: age/cohort, interest orientation, and geographic proximity. Demographically, older cohorts (Baby Boomers and Gen X) form a natural segment because nostalgia and cultural familiarity increase perceived relevance, which aligns with the strong WOM dynamics been observed (Confente et al., 2020; Wilson-Nash & Pavlopoulou, 2024). In parallel, Millennials and Gen Z represent a high-potential segment because the experience is visually distinctive and “shareable,” but this segment is more sensitive to clarity of information, scheduling cues, and digital content structure areas that SWOT identified as current weaknesses (Kim & Park, 2020; Pricope Vancia et al., 2023; Robinson & Schänzel, 2019). Psychographically, the most coherent segment is visitors seeking authentic local culture and experiential tourism (local food, folk performances, community interaction), which matches the 4A profile and differentiates the destination from generic leisure options. Geographically, the most actionable segment remains local and regional short-distance travelers around Sragen and the wider Surakarta area, since the “limited-edition” operating days require feasible travel planning and repeat-visit potential.

On this basis, targeting can be stated as a dual-track strategy. The primary target is local/regional families and culture-oriented visitors (including Baby Boomers and Gen X) who are already compatible with the value proposition and most likely to convert through WOM and repeat attendance. The secondary target is Millennials/Gen Z and creator communities (travel content, photography, local tourism communities) who can expand reach through digital diffusion, but only if the destination reduces friction in trip planning by translating the Javanese calendar into clear schedules and edition highlights across platforms. This logic is consistent with tourism segmentation guidance that stresses selecting target groups for whom the destination can credibly deliver distinctive value and communicate it efficiently.

Positioning should then be expressed as a single, defensible promise: Pasar Bahulak as an authentic cultural-market experience in Sragen that offers “tempo dulu” immersion culinary heritage, live folk arts, and the *bathok* coin transaction ritual as an educational and family-friendly local-experience destination. This is strategically important because destination positioning works best when it crystallizes a distinctive identity relative to a competitive set, and when the message is consistently encoded in recognizable cues (including slogans/taglines) that improve recall in crowded markets (Çela, 2024; Qu et al., 2021). In the competitor context, Bahulak can strengthen differentiation by emphasizing inclusive authenticity (no linguistic barriers unlike some rivals) while professionalizing brand articulation (a clear tagline and structured digital messaging) so the positioning is not only culturally strong, but also operationally “legible” to digitally driven visitors.

### **SMART Strategy Potential Implementation**

To translate the SWOT finding (Quadrant I / SO orientation) into an operational action plan, the proposed objective is framed as a SMART goal that prioritizes *economic capture* rather than visitor volume alone. Specifically, Pasar Bahulak aims to improve promotional quality so that visitors are more likely to convert their visit into higher on-site spending an appropriate focus for a destination whose revenue depends on transactions rather than entrance fees. Using the early-2025 baseline (5 editions: 5,659 visitors; IDR 108,036,000), the implied average spend is approximately IDR 19,091 per visit ( $\approx 9$ – $10$  *bathok* coins), which provides a defensible reference point for a measurable uplift target. The planned increase to IDR 22,000–25,000 per visitor over the next three months (July–September 2025), monitored at each market day, is consistent with the logic of SMART objectives: it specifies the behavioral outcome (higher per-visitor spending), defines a measurable KPI, and sets a clear evaluation window (time-bounded implementation).

From an implementation perspective, specifying the KPI and the monitoring rhythm is not merely administrative it strengthens execution by reducing ambiguity and focusing attention on the desired performance mechanism (conversion and spend intensity), which goal-setting research shows is more effective than general “do better” intentions. In destination management terms, the objective also aligns with the principle that measurable indicators are necessary to assess whether marketing actions translate into performance outcomes, particularly when destinations pursue sustainability and community economic benefits. Therefore, the most defensible interpretation for the discussion section is that SMART implementation operationalizes the study’s results by linking (i) a market-specific revenue logic (transaction-based spending), (ii) an empirically derived baseline (early-2025 average spend), and (iii) an evaluable short-horizon intervention (structured pre-event posting and higher-quality content), allowing the market to test whether improved digital communication increases not only attendance but more importantly economic impact per visit.

### **CONCLUSIONS**

This study examined the marketing strategy of Pasar Bahulak (Karungan Village, Sragen) and finds that the destination is positioned in a favorable growth context: the SWOT results indicate strong internal advantages most notably the distinctive “tempo dulu” concept supported by the bathok coin transaction system and active community participation while the main constraints lie in limited informational quality of social media content and the absence of a formal tagline that would strengthen brand consistency. Externally, the rise of cultural/local-experience tourism and opportunities for digital collaboration (e.g., influencers and creator communities) represent major opportunities, whereas competitive destinations with more aggressive digital promotion and platform-algorithm dependence constitute salient threats; taken together, these conditions place Pasar Bahulak in a Quadrant I orientation, making SO strategies (leveraging uniqueness and existing social media to capture expanding demand) the most appropriate direction, complemented by WO/ST/WT actions to improve content structure, consistency, and resilience.

The STP analysis further suggests that Pasar Bahulak can expand beyond its strong family and older-cohort base by targeting younger segments through clearer scheduling cues and digital storytelling, while the marketing-mix assessment highlights that strengthening promotion and information channels is critical given the market’s transaction-based revenue model. Key limitations of this research include its qualitative, site-specific design and reliance on observational/documentary evidence within a limited period, which restricts generalizability and

does not allow causal attribution of marketing actions to performance outcomes. Future research should therefore test the effectiveness of specific digital interventions (e.g., content calendars, tagline/branding rollout, creator collaborations, pre-event campaigns) using longer time-series data, visitor surveys, and comparative multi-site designs across similar cultural markets to evaluate impacts on visitation stability, engagement, and spending per visitor.

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