

Analysis of Marketing Strategy in the Development of Teak Sewu Tourist Destinations, Gresik Regency

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ABSTRACT

This study analyzes the internal-external factors of the marketing strategy of Wisata Jati Sewu, formulates a strategy with SWOT, and determines strategy priorities using AHP. A descriptive qualitative approach with data from observations, interviews, documentation, and expert assessments. Result: The main strengths are the concept of nature, affordable prices, complete facilities, and beautiful environment. Disadvantages: suboptimal digital promotion, limited marketing human resources, and low stakeholder collaboration. An aggressive strategy was produced, with AHP priorities: (1) strengthening digital promotion, (2) improving service quality, (3) developing experience-based tour packages, and (4) collaboration with influencers/travel agents. This research provides practical implications for destination managers.

INTRODUCTION

The tourism sector is one of the strategic sectors that contributes to economic growth, increasing regional income, job creation, and empowering local communities. In addition to having a direct economic impact, tourism development also plays a role in encouraging cultural preservation, developing creative industries, and increasing regional competitiveness. As information technology develops and tourist behavior changes, competition between tourist destinations is getting tighter so that each destination is required to have a marketing strategy that is able to create a sustainable competitive advantage. Therefore, the success of a tourist destination is not only determined by the existence of tourist attractions, but also by the ability of managers to design and implement effective marketing strategies.

In the context of tourism marketing, marketing strategies are the main instruments to introduce destinations to the public, build destination image, increase tourist awareness (destination awareness), and encourage visiting decisions. According to Kotler et al. (2021), marketing strategy is the process of creating value for customers through identifying market needs, determining target markets, and developing the right marketing mix. In the tourism sector, the strategy must be able to integrate elements of attractions, accessibility, amenities, and services so as to produce a valuable tourist experience for visitors. The development of digital marketing has also changed the promotion pattern of tourist destinations through the use of social media, digital platforms, visual content, influencers, and electronic word of mouth (e-WOM) which has been proven to have a significant influence on tourists' decisions in choosing destinations.

Gresik Regency is one of the areas in East Java Province that has quite diverse tourism potential, including religious tourism, historical tourism, cultural tourism, marine tourism, and natural tourism. One of the tourist destinations that has developed in recent years is Sewu Teak Tourism, a family tourism destination that carries the concept of natural tourism by utilizing the teak forest area as the main attraction. In addition to offering a beautiful natural atmosphere, Jati Sewu Tourism is also equipped with various recreational rides, children's play areas, culinary facilities, and open spaces that support family recreational activities. This potential makes Jati Sewu Tourism have the opportunity to develop as one of the leading tourist destinations in Gresik Regency.

Despite having great potential, the development of Jati Sewu Tourism still faces various challenges, especially in the marketing aspect. Based on the results of observations and interviews with managers, destination promotion is still dominated by social media which is managed simply and has not been supported by an integrated digital marketing strategy. In addition, collaborations with influencers, the tourism community, travel agencies, and local governments are still limited so that the reach of promotions has not been able to reach a wider market. This condition has an impact on fluctuations in the number of tourist visits, especially on weekdays and outside the holiday season. On the other hand, the increasing number of new tourist destinations in Gresik Regency and the surrounding areas causes competition between destinations to be increasingly

competitive, so a marketing strategy that is more adaptive, innovative, and oriented to the needs of tourists is needed.

In the development of tourist destinations, the preparation of marketing strategies cannot be done only based on the manager's intuition, but requires a comprehensive analysis of the internal and external conditions of the organization. Analysis of strengths, weaknesses, opportunities, and threats is the basis for formulating a strategy that is in accordance with the characteristics of the destination. Furthermore, various alternative strategies need to be prioritized so that the implementation of marketing programs can be carried out effectively according to the resources they have. Therefore, the combination of SWOT analysis and *the Analytical Hierarchy Process* (AHP) is a relevant approach because it is able to produce a strategy that is not only conceptual but also has a clear level of priority to implement.

Various previous studies have discussed the marketing strategy of tourist destinations through various approaches. Research by Pinontoan et al. (2024) shows that digital media-based marketing communication is able to increase the attractiveness of tourist destinations through the presentation of interesting and interactive content. Research by Rida and Candraningrat (2025) found that the use of social media and collaboration with various stakeholders is an important factor in increasing the competitiveness of tourist destinations. Meanwhile, George (2025) emphasized that digital transformation through social media, data-based marketing, and digital technology is able to increase *brand awareness*, *engagement*, and tourist loyalty. Other research also shows that the quality of service, tourist experience, and destination image have an influence on the satisfaction and decision of tourists to make a repeat visit.

However, most previous studies have focused more on the influence of social media, digital marketing, *destination branding*, or service quality on tourist interest using a quantitative approach. This approach provides an overview of the relationships between variables, but has not been able to comprehensively identify the internal and external conditions of the destination as well as determine the most effective strategy priorities to be implemented. On the other hand, research that integrates SWOT analysis with the AHP method in the context of the development of local tourist destinations which are still in the growth stage is still relatively limited, especially in tourist destinations in Gresik Regency. Thus, there is still a research *gap* related to the preparation of marketing strategies that are able to combine strategic environmental analysis with the determination of strategic implementation priorities systematically.

Based on these conditions, this study offers a different approach through the integration of SWOT analysis with *the Analytical Hierarchy Process* (AHP) in formulating a marketing strategy for Jati Sewu Tourism. SWOT analysis is used to identify internal and external strategic factors that affect destination development, while the AHP method is utilized to determine strategy priorities based on the assessment of experts and stakeholders. This approach is expected to be able to produce more objective, measurable, and strategic recommendations in accordance with the real conditions of tourist destinations.

The novelty of this research lies in the development of a model for the preparation of marketing strategies for local tourist destinations through the integration of SWOT and AHP analysis applied to tourist destinations that are still in the development stage. Unlike previous research that only produced alternative strategies, this study produced a priority order of marketing strategies that can be used as a basis for decision-making by destination managers. In addition, this study also integrates the perspective of digital marketing, service quality, tourism experience, and destination development in one comprehensive analytical framework so as to contribute to the development of tourism marketing management studies, especially in local tourist destinations.

Based on this description, this study aims to (1) analyze internal and external factors that affect the marketing strategy of Wisata Jati Sewu Gresik Regency, (2) formulate the right marketing strategy based on the results of the SWOT analysis, and (3) determine the priorities of marketing strategies using the *Analytical Hierarchy Process* method (AHP) as the basis for the preparation of recommendations for the development of tourist destinations that are more effective, competitive, and sustainable.

LITERATURE REVIEW

Marketing Strategy

A marketing strategy is a series of decisions and actions designed to achieve organizational goals through the creation of value for customers and building a sustainable competitive advantage. According to Kotler, Keller, and Chernev (2021), marketing strategy includes the process of market segmentation, *targeting*, market *positioning*, and the preparation of a marketing *mix* that suits consumer needs. In the context of tourism, marketing strategies not only aim to increase the number of tourist visits, but also build destination *image*, increase tourist satisfaction, and encourage loyalty through quality tourism experiences.

The development of digital technology has changed the marketing paradigm from a conventional approach to information technology-based marketing. The use of social media, *content marketing*, *electronic word of mouth* (e-WOM), and collaboration with *influencers* are important parts of the marketing strategy of tourist destinations. Therefore, destination managers are required to be able to develop marketing strategies that are adaptive to changes in tourist behavior in order to increase the competitiveness of destinations.

Tourism Marketing

Tourism marketing is the process of planning, implementing, and controlling various marketing activities that aim to create, communicate, and provide value to tourists through the tourism products offered. According to Morrison (2019), tourism marketing is oriented towards creating a *tourism experience* that is able to meet the needs and expectations of tourists so as to produce satisfaction and loyalty.

The success of destination marketing is influenced by various main components known as the 4A concept, namely *Attraction* (tourist attraction), *Accessibility* (accessibility), *Amenities* (supporting facilities), and *Ancillary Services* (support services). These four components must be managed in an integrated manner in order to increase the attractiveness of destinations and provide a positive experience to tourists.

In the digital era, tourism marketing increasingly depends on the use of information technology. Social media, official websites, travel applications, and other digital platforms are the main media in building *destination branding*, increasing *brand awareness*, and expanding the reach of promotions to potential tourists.

SWOT Analysis

SWOT analysis is one of the strategic analysis tools used to identify the internal and external conditions of the organization as the basis for strategy formulation. According to David et al. (2020), SWOT analysis groups strategic factors into four components, namely *Strengths*, *Weaknesses*, *Opportunities*, and *Threats*.

Internal factors consist of strengths and weaknesses that come from within the organization, such as the quality of human resources, facilities, services, and marketing capabilities. On the other hand, external factors include opportunities and threats that come from the environment outside the organization, such as technological developments, tourism trends, competition between destinations, and government policies.

The results of the identification of these factors are then combined in the SWOT Matrix to produce four alternative strategies, namely the SO (*Strengths–Opportunities*), WO (*Weaknesses–Opportunities*), ST (*Strengths–Threats*), and WT (*Weaknesses–Threats*) strategies. SWOT analysis provides a systematic basis for formulating destination development strategies in accordance with the strategic environmental conditions faced.

Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is a multicriteria decision-making method developed by Saaty (1980). This method is used to determine alternative priorities based on *pairwise comparisons* to each predetermined criteria.

In AHP, problems are organized into a hierarchical structure consisting of goals, criteria, subcriteria, and alternatives. Furthermore, an assessment of the level of importance of each element was carried out using the Saaty fundamental scale. The results of the assessment were processed to obtain a priority weight that described the relative importance level of each alternative. In addition, AHP is also equipped with a *Consistency Ratio* (CR) test to ensure that respondents' assessments are consistent and accountable.

In this study, the AHP method was used to determine the priorities of the Jati Sewu Tourism marketing strategy based on the results of the SWOT analysis so that the resulting strategy is not only conceptual, but also has a clear order of implementation priorities.

Model SOSTAC

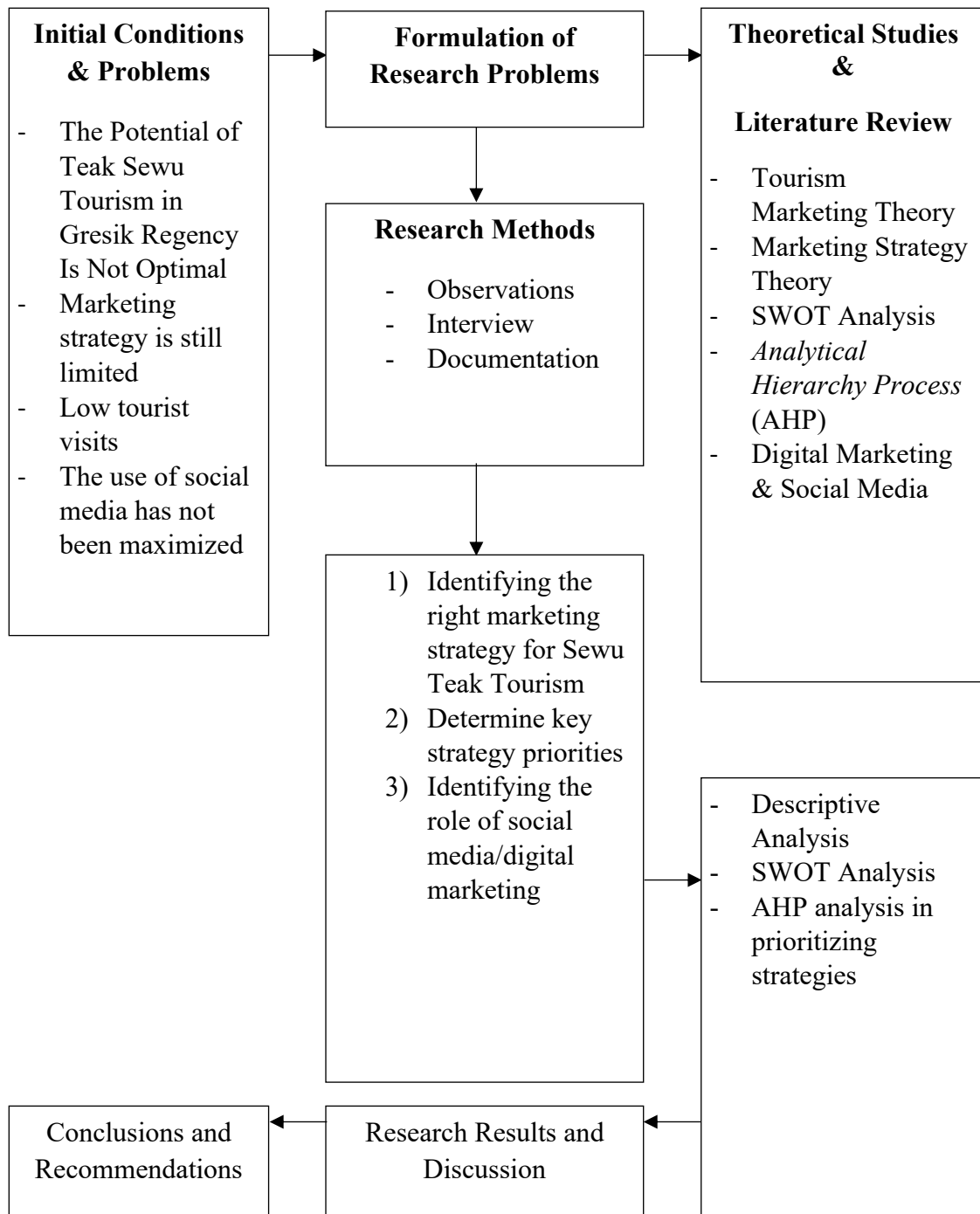
SOSTAC is a marketing strategy planning framework developed by Smith (2022) and is widely used in the preparation of modern marketing strategies. This model consists of six stages, namely *Situation Analysis*, *Objectives*, *Strategy*, *Tactics*, *Action*, and *Control*.

The *Situation Analysis stage* aims to analyze the internal and external conditions of the organization as the basis for formulating strategies. The *Objectives stage* sets the marketing goals to be achieved, while *the Strategy* contains the main approach to achieving those goals. Furthermore, *Tactics* explains the marketing program more operationally, *Action* focuses on strategy implementation, and *Control* is used to evaluate the success of strategy implementation through predetermined performance indicators.

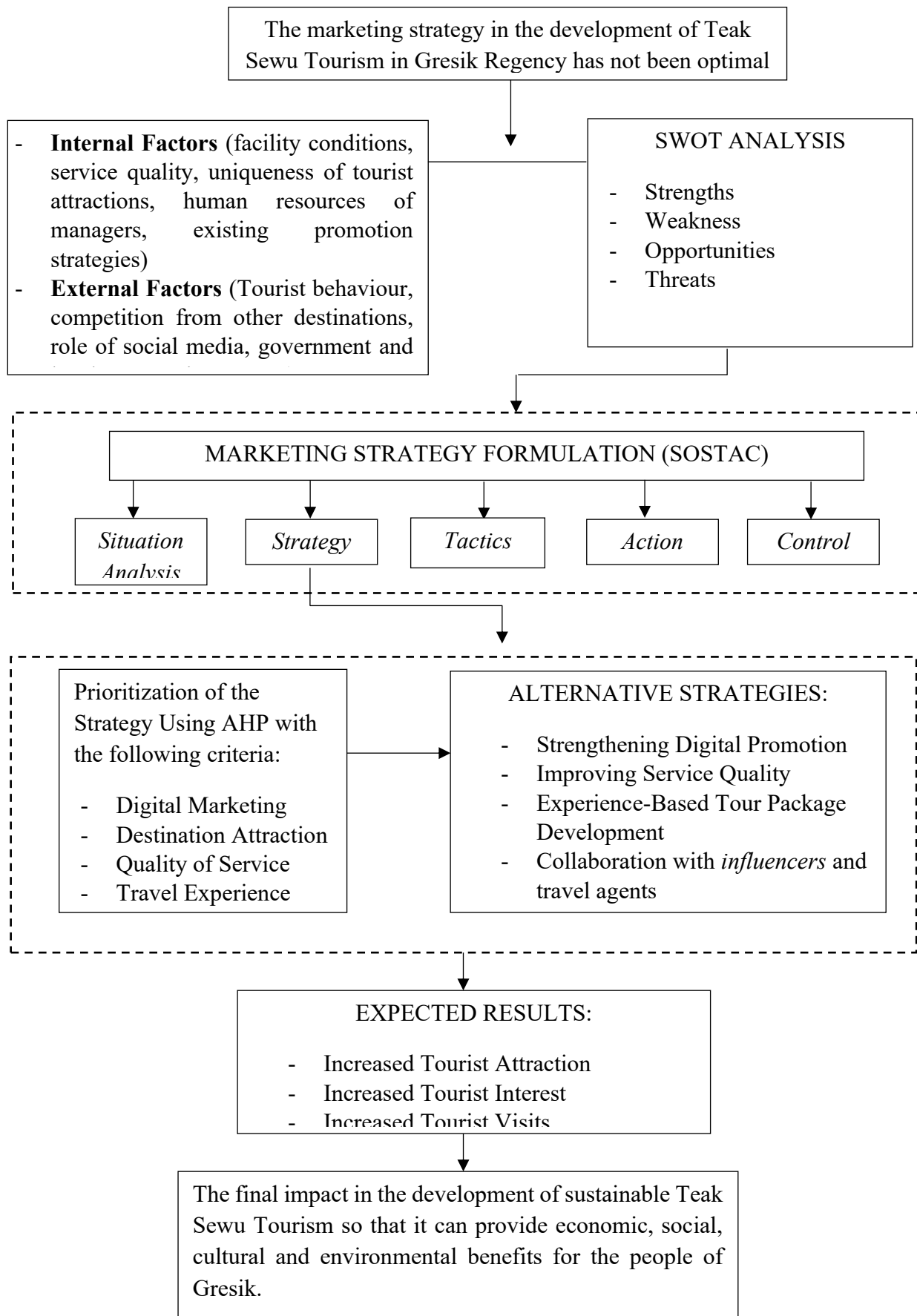
In this study, the SOSTAC model is used as a conceptual framework in the preparation of the marketing strategy of Jati Sewu Tourism. The integration of the SOSTAC model with SWOT and AHP analysis allows for a more systematic strategy formulation, starting from the identification of actual conditions, the formulation of strategies, to the determination of implementation priorities and evaluation of their success.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Research Thinking Flow



Conceptual Model



Focused on one research object, namely Teak Sewu Tourism in Gresik Regency, so as to allow researchers to gain a deep understanding of the marketing strategies applied in the development of these tourist destinations.

This type of research is considered appropriate because the problems studied are not only related to ongoing marketing conditions, but also involve various internal and external aspects that affect the success of tourist destination development. Through descriptive research, researchers can identify various strengths, weaknesses, opportunities, and threats that are the basis for the preparation of marketing strategies.

Research Approach

This study uses a qualitative approach. The qualitative approach was chosen because it was able to provide an in-depth understanding of the phenomenon that occurred through the interpretation of the experiences, views, and perceptions of informants. In addition, this approach allows researchers to explore the marketing conditions of Teak Sewu Tourism more comprehensively without manipulating the research variables.

The qualitative approach is also used because the purpose of the research is not to test the relationship between variables statistically, but to formulate a marketing strategy that is in accordance with the actual conditions of tourist destinations based on the results of the identification of strategic factors and the determination of strategy priorities using *the Analytical Hierarchy Process* (AHP) method.

Research Location

The research was carried out at the Teak Sewu Tourism Destination, Gresik Regency, East Java Province. The research location was chosen purposively because Jati Sewu Tourism is one of the local tourist destinations that is developing and has great potential as a nature-based family tourism.

Despite having various advantages in the form of a beautiful environment, affordable ticket prices, and fairly complete recreational facilities, this destination still faces various obstacles, especially in terms of promotion, digital marketing, and an increase in the number of tourist visits. Therefore, Jati Sewu Tourism is seen as an appropriate research object to examine the marketing strategy of tourist destinations.

Research Informant

The determination of informants is carried out using the purposive sampling technique, which is the deliberate selection of informants based on the consideration that they have knowledge, experience, and direct involvement in the management and utilization activities of tourist destinations.

This research involved 12 informants consisting of various stakeholder groups so that they were able to provide information from various perspectives.

1. Business actors, informants who provide related to economic activities, the rate of tourist visits, their marketing strategies, and the rate of tourist visits.
2. Ticket counter officers, informants who provide information related to the number of visitors, service systems, and promotional strategies carried out.

3. Parking officers, informants who provide an overview of the level of crowds and fluctuations in tourist visits.
4. Tourists, these informants consist of various age groups, namely children, teenagers, and mothers, who provide perspectives on the visiting experience, tourist attractions, and perceived promotional effectiveness.

Data Collection Techniques

Data collection was carried out through three main techniques, namely observation, in-depth interviews, and documentation.

1. **Observation** was carried out directly in the Jati Sewu Tourism area to observe the condition of facilities, tourist activities, services, cleanliness, and promotional activities carried out by the manager.
2. **In-depth interviews** were conducted in a semi-structured manner to all informants using pre-arranged interview guidelines. This technique aims to explore information about marketing conditions, strategic factors, obstacles to destination development, and alternative strategies that can be applied.
3. **Documentation** is carried out through the collection of various supporting documents such as destination profiles, tourist visit data, activity photos, promotional media, management archives, and various other documents relevant to the research.

The use of these three techniques allows the triangulation process so that the data obtained becomes more complete and reliable.

Data Analysis Techniques

Data analysis was carried out in stages using descriptive analysis, SWOT analysis, and *Analytical Hierarchy Process* (AHP).

SWOT Analysis

SWOT analysis is used to identify internal and external conditions that affect the development of Teak Sewu Tourism. Internal factors consist of *strengths* and weaknesses, while external factors include opportunities and threats.

The stages of SWOT analysis include:

1. Identify internal and external factors based on the results of interviews, observations, and documentation.
2. Preparation of IFAS (*Internal Factor Analysis Summary*) and EFAS (*External Factor Analysis Summary*) Matrix.
3. Preparation of SWOT Matrix to produce alternative SO, WO, ST, and WT strategies.
4. The formulation of a marketing strategy is based on the results of a SWOT matrix analysis.

Through this analysis, various alternative strategies that can be used in the development of Teak Sewu Tourism are obtained.

Analytical Hierarchy Process (AHP)

After the alternative strategy is obtained through SWOT analysis, the research is continued with the *Analytical Hierarchy Process* (AHP) method to determine the priority of the strategy.

The stages of AHP include:

1. Develop a decision hierarchy structure consisting of objectives, criteria, subcriteria, and alternative strategies.
2. Pairwise *comparison* was conducted using the Saaty fundamental scale (1–9).
3. Calculate the priority weight of each criterion and alternative.
4. Testing the level of assessment consistency through *the Consistency Ratio* (CR) score. The assessment is stated to be consistent when the CR value ≤ 0.10 .
5. Determine the order of priority of the strategy based on the final weight.

The integration of SWOT and AHP analysis results in a strategy that not only corresponds to the strategic environmental conditions of the destination, but also has clear implementation priorities.

RESULTS AND DISCUSSION

Internal Factor Identification (IFAS)

The identification of internal factors is carried out to find out the various *strengths* and weaknesses that Wisata Jati Sewu has as a basis for the preparation of marketing strategies. These factors were obtained through field observations, in-depth interviews with managers, operational officers, MSME actors, the surrounding community, and tourists. Furthermore, each factor is given weight and rating based on the level of influence on the development of tourist destinations.

Internal Strategy Factors				
Strength (S)	Weight	Rating	Score	Symbols
1. Unique concept of nature-based natural tourism of teak forests	0,221	3,714	0,822	S1
2. Affordable ticket prices for all groups	0,187	3,357	0,629	S2
3. The variety of rides is quite complete (waterboom, ATV, flying fox, etc.)	0,204	3,500	0,715	S3
4. Natural, cool, and comfortable tourist environment	0,196	3,214	0,629	S4
5. Strategic location near Surabaya and Gresik	0,196	3,429	0,671	S5
6. Support for local communities and MSMEs	0,191	3,357	0,643	S6
Quantity			4,109	
Disadvantages (W)	Weight	Rating	Score	Symbols
1. Digital promotion is still not optimal	0,173	3,357	0,581	W1
2. Tourism branding is still not widely known	0,152	3,071	0,468	W2
3. HR management is limited in the field of marketing	0,173	3,429	0,593	W3

4. Social media management has not been consistent	0,163	3,357	0,546	W4
5. Facilities are not yet fully modern and integrated	0,170	3,214	0,545	W5
6. Lack of interesting promotional content	0,170	3,357	0,569	W6
Quantity			3,302	

The results of the analysis show that Sewu Teak Tourism has the main strength in the form of a teak forest-based natural tourism concept which is a differentiator compared to other tourist destinations in Gresik Regency. In addition, affordable ticket prices, fairly complete facilities, comfortable atmosphere, and friendly service are supporting factors in increasing tourist satisfaction.

On the other hand, there are still some weaknesses that affect the effectiveness of marketing strategies. Digital promotion has not been carried out optimally so that the reach of information to potential tourists is still limited. In addition, the limitation of human resources who have competence in the field of digital marketing causes promotional activities to not run consistently. This condition shows that increasing digital marketing capacity is the main need in destination development.

Identification of External Factors (EFAS)

External factor analysis aims to identify opportunities and threats originating from environments outside the organization. These factors are important considerations in determining a marketing strategy that is able to increase the competitiveness of Jati Sewu Tourism.

External Strategy Factors				
Odds (O)	Weight	Rating	Score	Symbols
The trend of nature tourism and family tourism is increasing.	0,162	3,286	0,531	O1
The development of social media as a means of promotion.	0,168	3,286	0,553	O2
Government support for the development of local tourism.	0,151	3,214	0,486	O3
Potential collaboration with <i>influencers</i> and travel agents.	0,186	3,500	0,649	O4
Increasing interest in experiential tourism.	0,165	3,357	0,554	O5
Access to digital technology is getting wider.	0,168	3,429	0,577	O6
Quantity			3,351	
Threat (T)	Weight	Rating	Score	Symbols
Competition with other destinations.	0,184	3,429	0,630	T1
Rapid change in tourism trends.	0,173	3,286	0,568	T2
Weather factors that affect visits.	0,147	3,286	0,483	T3
<i>Negative reviews</i> on social media.	0,173	3,143	0,543	Q4
Lack of innovation <i>compared to</i>	0,162	3,143	0,508	Q5

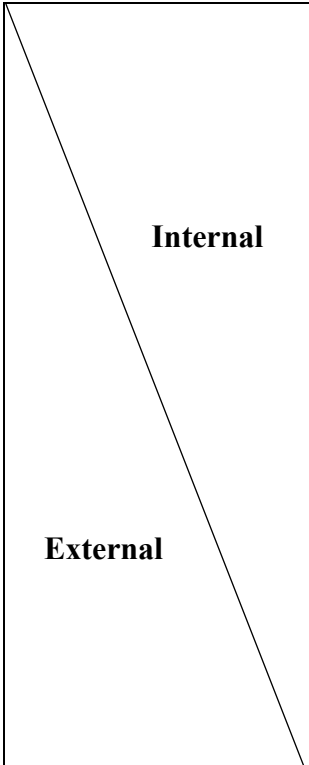
competitors.				
Dependence on local tourism (limited market).	0,162	3,143	0,508	T6
Quantity			3,241	

The biggest opportunity comes from the development of digital technology and the increasing use of social media as a source of tourist information. This condition provides an opportunity for managers to expand promotions at a relatively low cost. Local government support for the development of the tourism sector also opens up opportunities for collaboration in various promotional programs.

Meanwhile, the main threat comes from the increasing number of new tourist destinations that offer similar concepts so that competition is increasingly competitive. Changing preferences of tourists who want a more interactive tourism experience are also a challenge for managers to continue to innovate.

SWOT Analysis Results

Based on the results of the identification of internal and external factors, a SWOT Matrix was prepared to produce alternative marketing strategies that are in accordance with the conditions of Teak Sewu Tourism.

	Internal	Strengths 1. The concept of natural tourism based on the nature of the teak forest. 2. Affordable ticket prices for all groups. 3. The variety of rides is quite complete (<i>waterboom</i>, <i>ATV</i>, <i>flying fox</i>, etc.). 4. The tourist environment is natural, cool, and comfortable. 5. Strategic location near Surabaya and Gresik. 6. Support from local communities and MSMEs.	Weakness 1. Digital promotion is still not optimal. 2. Tourism branding is still not widely known. 3. Human resources are limited in the field of marketing. 4. Social media management has not been consistent. 5. The facilities are not yet fully modern and integrated. 6. Lack of interesting promotional content.
	External	Opportunities 1. The trend of nature tourism and family	SO Strategy 1. Develop digital promotions based on

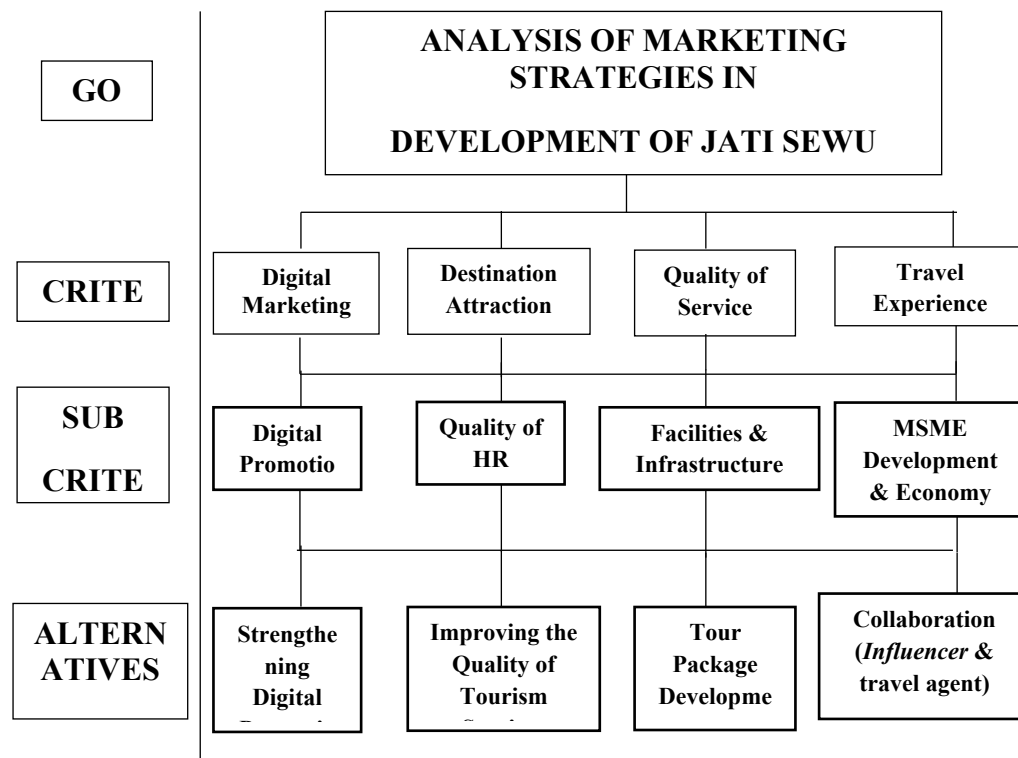
tourism is increasing. 2. The development of social media as a means of promotion. 3. Government support for the development of local tourism. 4. Potential collaboration with <i>influencers</i> and travel agents. 5. Increasing interest in experiential tourism. 6. Access to digital technology is getting wider.	natural visual content (teak forests, cool atmosphere) to take advantage of natural tourism trends and social media (S1, S4, O1, O2). 2. Compiling family tour packages with affordable prices and complete rides (S2, S3, O5). 3. Utilizing strategic locations to attract tourists from Gresik and Surabaya through digital promotions (S5, O2). 4. Collaborate with influencers and travel agents to increase <i>exposure</i> (S5, S6, O2, O4). 5. Optimizing the support of local communities and MSMEs as an experience-based tourism attraction (S6, O5).	management professionally and consistently (W1, W5, O2). 2. Conduct HR training in digital marketing and tourism services (W3, O2). 3. Develop destination branding through digital campaigns and creative content (W2, W6, O2, O6). 4. Utilizing government support for the improvement of tourism facilities (W2, O3). 5. Develop attractive promotional content based on digital tourism trends (W6, O1, O2).
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Threats	ST Strategy	WT Strategy
1. Competition with other destinations. 2. Rapid change in tourism trends. 3. Weather factors that affect visits. 4. <i>Negative reviews</i> on social media. 5. Lack of innovation compared to competitors. 6. Dependence on local tourism (limited market).	1. Strengthening the differentiation of teak forest-based natural tourism to face competition from other destinations (S1, T1). 2. Improve the quality of the environment and services to avoid <i>negative reviews</i> (S4, T4). 3. Developing tourism rides innovations to keep up with tourism trends (S3, T2). 4. Offering a unique travel experience to maintain competitiveness (S1, S3, T1). 5. Optimize strategic locations to maintain local tourism markets (S5, T6).	1. Improving tourist facilities to be able to compete with other destinations (W2, T1). 2. Evaluation and improvement of service quality to reduce <i>negative reviews</i> (W4, W5, T4). 3. Developing rides innovations to increase competitiveness (W2, T5). 4. Diversify marketing strategies to expand the tourism market (W2, T6). 5. Preparation of a long-term branding strategy to deal with changing tourism trends (W2, T2).

Based on the results of the analysis according to the ranking, 4 priority strategies were obtained in marketing development in Wisata Jati Sewu Gresik, namely:

1. Develop digital promotions based on natural visual content (teak forests, cool atmosphere) to take advantage of natural tourism trends and social media (S1, S4, O1, O2).
2. Collaborate with influencers and travel agents to increase *exposure* (S5, S6, O2, O4).
3. Develop destination branding through digital campaigns and creative content (W2, W6, O2, O6).
4. Offering a unique travel experience to maintain competitiveness (S1, S3, T1).

Results of the Analytical Hierarchy Process (AHP)



Based on the results of *the Analytical Hierarchy Process*, the strengthening strategy

Digital promotion gets the highest priority weight compared to other alternative strategies. These results show that increasing digital exposure is the most influential factor in increasing the competitiveness of Jati Sewu Tourism in the midst of increasingly competitive competition for tourist destinations. The use of social media, creative content creation, and collaboration with influencers is considered to be able to expand the reach of promotions and increase *destination brand awareness*.

The second priority is to improve the quality of services through the development of human resource competencies and the improvement of tourism facilities. Furthermore, the development of experience-based tour packages is the third priority because it can increase tourist satisfaction and loyalty. Collaboration with influencers and *travel agents* is the fourth priority as a supporting strategy to expand the promotion network.

CONCLUSION

This study aims to analyze the internal and external factors that affect the marketing strategy of Tourism Jati Sewu Gresik Regency, formulate a marketing strategy based on SWOT analysis, and determine strategy priorities using *the Analytical Hierarchy Process (AHP)* method.

The results of the study show that Sewu Teak Tourism has great potential to develop as a local tourist destination because it is supported by various internal forces, such as a unique teak forest-based natural tourism concept, affordable ticket prices, adequate tourist facilities, a comfortable atmosphere, and good service. However, destination development still faces several weaknesses,

especially the lack of optimal digital promotion, limited human resources in the field of marketing, and limited cooperation with various stakeholders in promotional activities.

Based on the analysis of external factors, the main opportunities come from the increasing use of social media as a promotional medium, the development of natural tourism and family tourism trends, and the government's support for the development of the tourism sector. On the other hand, increasing competition between tourist destinations, changing tourist preferences, and increasingly aggressive competitor promotions are challenges that need to be anticipated by managers.

The results of the SWOT analysis show that Wisata Jati Sewu is in a condition that supports the implementation of an aggressive strategy (*growth oriented strategy*), which is a strategy that utilizes internal strengths to capture external opportunities. These strategies include strengthening digital promotion, improving service quality, developing *experiential tourism* packages, organizing promotional activities on a sustainable basis, and strengthening partnerships with the government, communities, influencers, and *travel agents*.

Furthermore, the results of *the Analytical Hierarchy Process* (AHP) show that strengthening digital promotion is a strategy that has the highest priority weight compared to other alternative strategies. The next priority is to improve the quality of service, develop experience-based tour packages, and collaborate with influencers and *travel agents*. These findings show that digital-based marketing strategies are the most decisive factor in increasing the competitiveness of Jati Sewu Tourism in the midst of increasingly competitive competition from tourist destinations.

Overall, this study concludes that the implementation of an integrated marketing strategy through the use of SWOT and AHP analysis is able to produce strategy recommendations that are more systematic, measurable, and have a priority order of implementation. The implementation of this strategy is expected to improve the image of the destination, expand the reach of promotion, increase the number of tourist visits, and support the development of Jati Sewu Tourism as a competitive and sustainable local tourist destination.

IMPLICATIONS

Theoretical Implications

This research contributes to the development of tourism marketing management studies by showing that the integration of SWOT analysis and *the Analytical Hierarchy Process* (AHP) is an effective approach in the preparation of tourism destination marketing strategies. SWOT analysis is able to comprehensively identify the internal and external conditions of the destination, while AHP provides a more objective basis in determining strategy priorities based on their level of importance.

The results of the study also strengthen the theory of tourism marketing which states that the success of a destination is not only determined by the tourist attraction it has, but also by the ability of managers to utilize digital marketing,

improve service quality, and create valuable tourist experiences for visitors. Thus, this study enriches the literature on the marketing strategies of local tourist destinations through an approach that combines strategic environmental analysis with multicriteria decision-making.

In addition, this research provides conceptual novelty in the form of a marketing strategy development model that not only produces alternative strategies, but also establishes the order of implementation priorities so that it can be a reference for future research that examines the development of strategy-based tourist destinations.

Practical Implications

Practically, the results of this study provide strategic recommendations for Jati Sewu Tourism managers to focus on marketing development on strengthening digital promotion through more professional social media management, consistent creative content preparation, and the use of various digital platforms to increase destination visibility.

Managers also need to improve the quality of service through the development of human resource competencies, the improvement of tourism facilities, and the implementation of experience-based tourism programs that are able to provide added value for tourists. In addition, it is necessary to build wider partnerships with local governments, tourism communities, influencers, MSME actors, and *travel agents* as an effort to expand promotional networks and increase the competitiveness of destinations.

For local governments, the results of this research can be used as a consideration in the formulation of local tourist destination development policies, especially in supporting the digital transformation of the tourism sector, increasing the capacity of destination managers, and strengthening collaboration between stakeholders. The implementation of these various strategies is expected to increase the number of tourist visits, strengthen the economy of the surrounding community, and support the sustainable development of Gresik Regency tourism.

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