



Developing Effective Marketing Strategies for Cultural Attractions: A SWOT-Based Analysis with Educational Implications

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ABSTRACT

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SWOT Analysis,
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This study aims to identify efforts to increase tourist visits to the State Museum of Lampung Province. The research employs a qualitative descriptive approach, collecting data through interviews with museum management. The data were analyzed using SWOT analysis. Based on the SWOT matrix results, six strategies were identified for each quadrant: Strengths–Opportunities (S-O), Weaknesses–Opportunities (W-O), Strengths–Threats (S-T), and Weaknesses–Threats (W-T). The IFAS and EFAS quadrant strategy analysis showed that the X-axis score was 0.37 and the Y-axis score was 0.15, both in the positive range. This positioning indicates that the appropriate marketing strategy for the museum falls into Quadrant I, which suggests the application of an aggressive strategy. The implications of this study for educational management suggest that applying an aggressive marketing strategy can enhance engagement and attract more visitors to cultural institutions. By utilizing a SWOT analysis, education managers can identify key strengths and opportunities, enabling them to develop targeted strategies that enhance institutional visibility, accessibility, and overall effectiveness in attracting diverse audiences.

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INTRODUCTION

The tourism sector currently represents a significant opportunity for economic development in various countries (Igoumenakis et al. 2023; Thommandru et al., 2023). In Indonesia, following the COVID-19 pandemic, the growth in tourism-related foreign exchange earnings has shown a positive trend, with total revenue reaching USD 16.71 billion in 2024, driven by the influx of international tourists (Kemenpar.go.id). Furthermore, according to Statistics

Indonesia (BPS), domestic tourism also experienced a significant increase in 2024, with a total of 1.02 billion domestic trips recorded (Tempo.co). The development of Indonesia's tourism sector is coordinated by the Ministry of Tourism and Creative Economy (Kemenparekraf/Baparekraf), which currently focuses on promoting sustainable tourism with long-term impacts. This focus is built upon four pillars: sustainable management, economic sustainability, cultural sustainability, and environmental aspects of each tourism destination (Kemenpar.go.id).

Museums are recognized as vital tourism destinations and are included under the Sustainable Development Goals (SDG) Target 11.4, which promotes the protection of the world's cultural and natural heritage (museumnext.com). As of today, there are 439 museums across Indonesia (databoks.katadata.co.id). One such institution is a cultural institution in Lampung, officially inaugurated on September 24, 1988. The institution houses various collections, including Biological, Geological, Ceramic, Philological, Historical, Numismatic and Heraldic, Ethnographic, Fine Arts, and Technological Collections. Notably, the ethnographic collection features artifacts related to the region's history, customs, and cultural traditions. This institution plays an important role in both education and tourism within the province, serving as a public learning space and a cultural tourism destination.

However, tourist visitations to the institution over the past five years have been fluctuating. In 2020, the number of visitors reached 4,102. In 2021, the number of visitors declined sharply to 2,727. This was followed by a significant increase in 2022, with 6,423 visitors recorded. However, the trend declined again in 2023 and 2024, with the latest figure showing only 3,115 visitors in 2024. This downward trend contrasts with the increasing number of overall tourists visiting Lampung Province, which reached 14,710,949 in 2024 (BPS Lampung Province).

Various efforts have been made by institutional management to increase public interest, including historical object workshops and competitions, such as quizzes and vlogs related to the activities. However, these initiatives have not been sufficient in significantly boosting the number of visitors. Therefore, an effective marketing strategy is needed to attract more tourists to the cultural institution. Marketing is a crucial concept for organizations to increase customer or visitor engagement and to address both internal and external challenges (Larasaty, 2020; Nangpiire et al., 2022; Svitichna et al, 2024). Marketing strategy refers to a process that encompasses research, planning, preparation, and execution of various tools to support the dissemination of information, improve managerial effectiveness, solve problems, make strategic decisions, and control the implementation of marketing activities (Nurchahyo, 2019). This entire process

must take into account both internal and external environmental factors (Damayanti et al., 2025).

In the context of educational management, developing an effective strategy for increasing visitor numbers also aligns with the broader goals of educational institutions to reach diverse audiences and foster learning experiences beyond the traditional classroom. Museums, as educational spaces, should be managed strategically to enhance their role in learning, preserving culture, and engaging with both local and international tourists. Educational management within this scope involves applying systematic planning and management practices to optimize the learning environment and promote knowledge exchange, making cultural heritage more accessible and appealing (Solehah & Ramadhani, 2025).

Organizations must be equipped with a well-prepared, integrated strategy in order to achieve their objectives effectively and efficiently (Astuti et al., 2024). For tourism managers, strategy formulation is crucial in tailoring the experience to meet the diverse needs of tourists (Astina et al., 2021). Before developing a tourism destination, management must conduct comprehensive strategic planning based on the specific needs of the destination, supported by an in-depth analysis of its potential and weaknesses (Ranteg et al., 2025). One effective tool for identifying an appropriate strategy is the SWOT analysis (Solehah & Ramadhani, 2025). SWOT analysis helps organizations identify Strengths, Weaknesses, Opportunities, and Threats based on internal and external conditions (Eftritianto et al., 2020).

The decline in visitor numbers at the cultural institution in Lampung, despite the increase in overall tourism to the province, presents a critical issue that must be addressed through the development of an effective marketing strategy. In response to this issue, this study aims to identify the Strengths, Weaknesses, Opportunities, and Threats of the institution based on its internal and external conditions, to formulate an effective strategy to increase tourist visits to the cultural institution. Additionally, by considering the role of educational management in enhancing the institution's educational outreach and visitor engagement, the study will propose strategies that are not only effective in boosting tourism but also align with the broader goals of education and cultural preservation.

RESEARCH METHOD

This study employs a descriptive qualitative research design. Descriptive qualitative research is utilized to describe, explain, and elaborate on the research object being investigated (Ranteg et al., 2025). The primary data source for this

study is firsthand information obtained directly from respondents (Astina et al., 2021). Data were collected through interviews with the management of the State Museum of Lampung Province. The data analysis in this study uses SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is a systematic approach used to identify various internal factors (strengths and weaknesses) and external factors (opportunities and threats) with the objective of formulating strategies for an organization or institution (Larasaty, 2020).

The initial stage of analysis in this study involves constructing a SWOT matrix. The SWOT matrix serves to illustrate external opportunities and threats that are anticipated by internal strengths and weaknesses (Utama & Thennos, 2025). The matrix generates four strategic alternatives known as SO (Strength–Opportunity), ST (Strength–Threat), WO (Weakness–Opportunity), and WT (Weakness–Threat) strategies (Setiyarti et al., 2021). The second stage involves calculating the values within the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. These matrices are components of SWOT analysis that help identify and evaluate internal and external factors within an organization or business (Kartini, 2021).

The IFAS matrix is constructed by assigning weights and ratings to the internal factors of the organization, while the EFAS matrix is used to evaluate and assign weights to external factors (Hermawan et al., 2022). The purpose of this weighting process is to quantify each factor so that it can serve as the basis for developing appropriate strategic recommendations for the organization or business (Santi, 2023). Internal factors are evaluated using the IFAS matrix, while external factors are analyzed through the EFAS matrix. Each factor is assigned a weight (ranging from 0.0 to 1.0, with a total of 1.0) and a rating score (from 1 to 4). These values are then multiplied to obtain a weighted score, which is used to determine the organization's strategic position (Tambunan, 2025).

RESULT AND DISCUSSION

This study began by observing and understanding the current condition of the State Museum of Lampung Province. The initial research process involved conducting in-depth interviews using a SWOT analysis approach with museum management staff who are part of the museum's organizational structure. The information gathered was then analyzed and used as the foundation for developing the SWOT matrix, as well as the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices, which aim to determine appropriate strategic directions.

Interviews with eight respondents resulted in the identification of seven strength factors, six opportunity factors, six weakness factors, and five threat

factors. Once these internal and external factors were identified, the next step was to formulate strategies based on the SWOT approach.

The Strength–Opportunity (S-O) strategy is designed to optimize the organization’s strengths in order to capitalize on available opportunities. The Weakness–Opportunity (W-O) strategy aims to minimize weaknesses while still taking advantage of opportunities. The Strength–Threat (S-T) strategy utilizes the organization's strengths to confront or neutralize external threats. Meanwhile, the Weakness–Threat (W-T) strategy focuses on reducing weaknesses to avoid or mitigate potential threats. These strategies are structured and visualized in the form of a SWOT matrix, as follows:

Table 1. Internal dan External Factors

Internal Factors	External Factors
Strength	Opportunities
1. Comprehensive and diverse collections, serving as the only institution dedicated to preserving Lampung's cultural heritage.	1. Utilization of barcodes, virtual tours, and digitalization of collections enhances visitor experience.
2. Educational programs, such as seminars, "Learning at the Museum", a mini cinema, and various competitions.	2. Expansion of exhibition space allows for a greater number of collections to be displayed.
3. Accredited with an A rating, supported by adequate facilities and a strategic location within an educational environment.	3. Broader public recognition of the museum through cultural festivals and regional exhibitions.
4. Active social media presence (Instagram, YouTube), with collaborations involving the Department of Communication and Information, universities, and other institutions for digital development.	4. Collaboration with universities, travel agencies, and regional libraries for marketing, education, and collection digitalization.
5. Well-structured administrative system, with tour guides and translators available for foreign guests.	5. "Mobile Museum" programs, free visit vouchers, and staff training help increase visitor numbers and improve service quality.
6. Possession of authentic cultural artifacts that reflect the history and traditions of Lampung.	6. Implementation of Augmented Reality (AR) and Virtual Reality (VR) technologies creates interactive educational experiences within the museum.
7. Implementation of mobile museum programs and direct educational outreach to schools.	

Weakness	Threats
<ol style="list-style-type: none"> 1. Lack of expertise in IT and digital marketing, resulting in suboptimal promotional strategies. 2. Visitors tend to prefer other tourist attractions over museums. 3. Inadequate visitor amenities, such as rest areas, restrooms, and parking facilities. 4. Collections are vulnerable to damage due to limited conservation facilities. 5. Data management is still manual, with no interactive application or platform available. 6. Few interactive programs are available to attract younger generations. 	<ol style="list-style-type: none"> 1. The museum faces competition from modern entertainment venues such as malls, beaches, and other attractions that are more appealing to younger audiences. 2. Greater budget allocation to the education sector limits innovation and museum development. 3. Economic crises, natural disasters, or pandemics can directly impact museum visitor numbers. 4. Historical information is now easily accessible online, reducing the public's perceived need to visit museums in person. 5. Lack of public awareness regarding the importance of museums.

Based on Table 1, which presents the SWOT components in formulating a marketing strategy for the Lampung Museum tourist attraction, the next step after identifying the elements of strengths, weaknesses, opportunities, and threats is to develop appropriate strategies. The Strength–Opportunity (S-O) strategy aims to leverage existing opportunities by utilizing internal strengths. The Weakness–Opportunity (W-O) strategy focuses on reducing weaknesses while maximizing available opportunities. Meanwhile, the Strength–Threat (S-T) strategy is designed to confront external threats using internal strengths. The Weakness–Threat (W-T) strategy, on the other hand, seeks to minimize weaknesses while avoiding or overcoming potential threats. All of these strategies are visualized through a matrix, which is further elaborated in the following discussion.

Table 2. SWOT Matrix (SO and WO)

Strengths - Opportunities (SO)	Weakness - Opportunities (WO)
<ol style="list-style-type: none"> 1. Digitizing collections through the use of barcodes, virtual tours, and AR/VR technology to enhance visitor engagement (S1, S4, S5 + O1, O6). 2. Strengthening partnerships with schools, universities, and travel agencies to increase visitor numbers (S2, S3, S6 + O4, O5). 3. Expanding collaboration with the tourism industry to reach a broader audience of tourists (S3, S5, S6 + O4, O6). 	<ol style="list-style-type: none"> 1. Recruiting and training IT and digital marketing specialists to enhance organizational capabilities (W1, W5, W6 + O1, O4, O6). 2. Improving museum facilities, including rest areas, restrooms, and parking spaces, to enhance visitor comfort (W3, W4, W5 + O5, O6). 3. Digitizing the visitor tracking system to improve operational efficiency (W5, W6, W7 + O1, O6).

4. Organizing cultural festivals and thematic exhibitions to strengthen the museum's brand identity (S1, S2, S6 + O3, O5).	4. Providing staff training on service excellence and digital marketing to improve performance and visibility (W1, W6, W7 + O5, O6)
5. Optimizing social media and digital platforms for more effective marketing and promotion (S4, S5, S7 + O4, O6).	5. Establishing partnerships with universities to support IT system development and collection digitization (W1, W5, W6 + O4, O6).
6. Offering educational tour packages that combine historical learning with Lampung cultural tourism (S2, S3, S6 + O5, O6).	6. Creating interactive areas specifically for children to attract families and educational institutions (W2, W6, W7 + O5, O6).

Table 3. SWOT Matrix (ST and WT)

Strengths - Threats (ST)	Weakness - Threats (WT)
1. Digitization of collections using barcodes, virtual tours, and AR/VR technologies to enhance visitor appeal (S1, S4, S5 + O1, O6).	1. Recruitment and training of IT and digital marketing specialists (W1, W5, W6 + O1, O4, O6).
2. Strengthening collaboration with schools, universities, and travel agencies to increase visitation (S2, S3, S6 + O4, O5).	2. Improvement of museum facilities such as rest areas, restrooms, and parking spaces (W3, W4, W5 + O5, O6).
3. Expanding partnerships within the tourism industry to reach a broader audience of tourists (S3, S5, S6 + O4, O6).	3. Digitization of the visitor tracking system to increase efficiency (W5, W6, W7 + O1, O6).
4. Organizing cultural festivals and thematic exhibitions to enhance museum branding (S1, S2, S6 + O3, O5).	4. Staff training in service quality and digital marketing (W1, W6, W7 + O5, O6).
5. Optimizing social media and digital platforms for marketing purposes (S4, S5, S7 + O4, O6).	5. Partnerships with universities for IT system development and collection digitization (W1, W5, W6 + O4, O6).
6. Providing historical education tour packages combined with Lampung cultural tourism experiences (S2, S3, S6 + O5, O6).	6. Provision of interactive areas specifically for children to attract families and school groups (W2, W6, W7 + O5, O6).

Based on the SWOT matrix for the marketing strategy of the Lampung Museum tourist attraction, a total of six Strength–Opportunity (S–O) strategies, six Weakness–Opportunity (W–O) strategies, six Strength–Threat (S–T) strategies, and six Weakness–Threat (W–T) strategies were identified. Following the development of the SWOT matrix, the next step involves calculating the Internal Factor Evaluation (IFE) matrix to assess the influence of internal factors (strengths and weaknesses), and the External Factor Evaluation (EFE) matrix to evaluate the impact of external factors (opportunities and threats), as presented in the following tables.

Table 4. IFAS Matrix (Strengths)

No	Strength Criteria	Rating	Weight	Score
1	A complete and diverse collection, serving as the sole preserver of Lampung culture.	4	0.154	0.615
2	Educational programs such as seminars, "Learning at the Museum," mini cinema, and various competitions.	3	0.115	0.346
3	Accredited 'A', well-equipped facilities, and a strategic location within an educational area.	4	0.154	0.615
4	Active on social media (Instagram, YouTube), in collaboration with the Communication Office, universities, and other institutions for digital development.	3	0.115	0.346
5	Well-organized administrative system, availability of tour guides and interpreters for foreign visitors.	4	0.154	0.615
6	Possesses a collection of artifacts.	4	0.154	0.615
7	Mobile museum programs and direct educational outreach to schools have been implemented.	4	0.154	0.615
Total		26	1.000	3.77

Referring to Table 4, which presents the IFAS Matrix (Strength Factors) in the marketing strategy of the Lampung State Museum, the total rating score is 26 with a cumulative weight of 1.00. The result of the multiplication between rating and weight yields a final total score of 3.77.

Table 5. IFAS Matrix (Weaknesses)

No	Weakness Criteria	Rating	Weight	Score
1	Lack of experts in IT and digital marketing; promotional systems are not yet optimal.	4	0.20	0.80
2	Visitors are more attracted to other tourist destinations than to museums.	3	0.15	0.45
3	Rest areas, toilets, and parking facilities are not sufficiently comfortable for visitors.	3	0.15	0.45
4	Collections are vulnerable to damage due to limited conservation facilities.	3	0.15	0.45
5	Data management is still manual; no interactive applications or platforms are available.	4	0.20	0.80
6	Limited interactive programs to engage younger generations.	3	0.15	0.45
Total		20	1.00	3.40

Referring to Table 5, which presents the IFAS Matrix (Weakness Factors) in the marketing strategy of the Lampung State Museum, the total rating score is 20 with a cumulative weight of 1.00. The result of the multiplication between rating and weight produces a final total score of 3.40. Based on the calculation of the IFAS matrix, which includes both strengths and weaknesses, the total

strength score is 3.77 and the total weakness score is 3.40. The difference between these two scores is used to determine the position on the X-axis, calculated using the formula $X = 3.77$ (strength) – 3.40 (weakness), resulting in a value of 0.37. Thus, the X-axis value based on the IFAS matrix analysis is 0.37. Following this stage, the analysis continues with the calculation of the EFAS matrix, which includes opportunities and threats, using the following approach:

Table 6. EFAS Matrix (Opportunities)

No	Opportunity Criteria	Rating	Weight	Score
1	Utilization of barcodes, virtual tours, and digitalization of collections to enhance the visitor experience.	4	0.190	0.615
2	Expansion of exhibition space to allow more collections to be displayed.	3	0.143	0.429
3	Greater public recognition through cultural festivals and regional exhibitions.	3	0.143	0.429
4	Collaboration with universities, travel agencies, and local libraries for marketing, education, and collection digitization.	3	0.143	0.429
5	"Mobile Museum" programs, free visit vouchers, and staff training to increase visitor numbers and improve service quality.	4	0.190	0.615
6	Augmented Reality (AR) and Virtual Reality (VR) technologies providing interactive educational experiences in the museum.	4	0.190	0.615
Total		21	1.000	3.15

Referring to Table 6, which presents the EFAS Matrix containing opportunity factors in the marketing strategy of the Lampung Museum tourist attraction, the total rating score is 21 with an overall weight of 1.00. The total score, obtained by multiplying the rating by the corresponding weight, results in a final value of 3.15.

Table 7. EFAS Matrix (Threats)

No	Threat Criteria	Rating	Weight	Score
1	The museum faces competition from modern entertainment venues such as malls, beaches, and other attractions that are more appealing to the younger generation.	3	0.200	0.600
2	A greater allocation of funds to the education sector limits innovation and museum development.	3	0.200	0.600
3	Economic crises, natural disasters, or pandemics can have a direct impact on museum visitor numbers.	3	0.200	0.600

4	Historical information is now more easily accessible online, reducing the public's perceived need to visit museums in person.	3	0.200	0.600
5	Lack of public awareness regarding the importance of museums.	3	0.200	0.600
Total		15	1.000	3.00

Based on Table 7, which presents the EFAS Matrix for threat factors in the marketing strategy of the Lampung Museum tourist attraction, the total rating score obtained is 15, with a total weight of 1.00. The total score, derived from the accumulated multiplication between rating and weight, yields a final value of 3.00. From the EFAS matrix calculation, which includes both opportunity and threat factors, the total opportunity score is 3.15 and the threat score is 3.00. The difference between these values is used to determine the Y-axis position, calculated using the formula $Y = 3.15$ (opportunity) $- 3.00$ (threat), resulting in a value of 0.15.

Therefore, the Y-axis value from the EFAS Matrix is 0.15. Previously, the X-axis value from the IFAS Matrix was determined to be 0.37. These two values ($X = 0.37$ and $Y = 0.15$) are subsequently used to map the strategic position within the IFAS–EFAS quadrant analysis for the marketing strategy of the Lampung State Museum, with the following explanation:

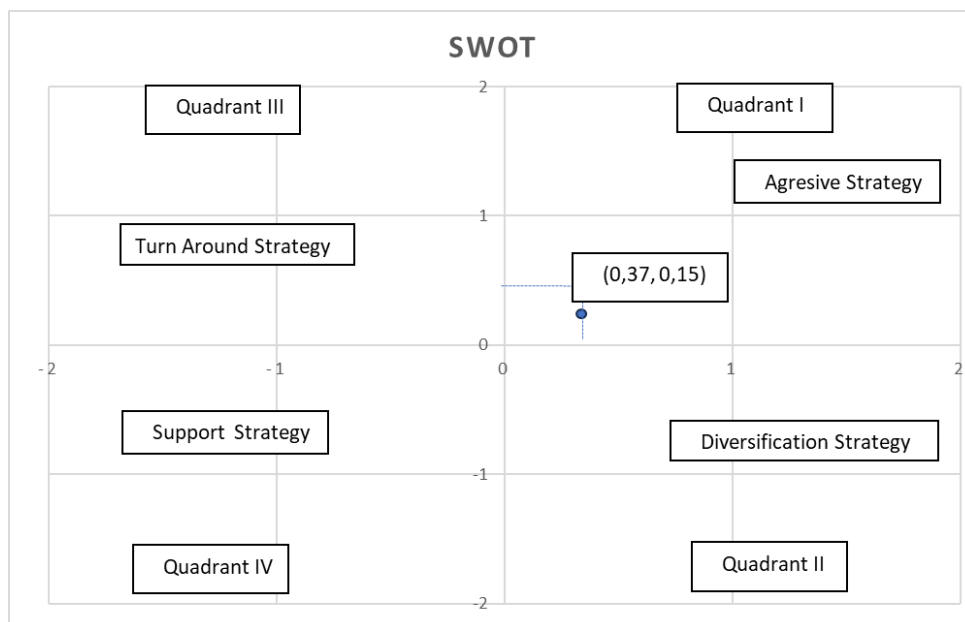


Figure 1. Quadrant Strategy Analysis Matrix (IFAS and EFAS)

Referring to Figure 1, which presents the Quadrant Strategy Analysis Matrix (IFAS and EFAS) for the marketing strategy of the Lampung Museum

tourist attraction, the results indicate an X-axis value of 0.37 and a Y-axis value of 0.15, both of which fall within the positive range. Based on this position, the analysis reveals that the strategy lies in Quadrant I, indicating the application of an aggressive strategy. This aggressive strategy is considered favorable, as it is supported by appropriate policies and concrete actions, formulated through a comprehensive analysis of internal and external factors to ensure that decisions made are aligned with the strengths and opportunities available.

Based on the SWOT analysis, the marketing strategy of the Lampung State Museum indicates that the institution possesses several significant strengths. Its strategic location and supportive facilities for educational and tourism activities serve as key assets in enhancing its appeal. As the only institution in Lampung Province that strongly represents local cultural identity, the museum functions as a central hub for historical and cultural information. Support from the local government through promotional activities and educational programs further strengthens its position as an education-based tourist destination.

Nevertheless, the museum still faces several internal weaknesses that require immediate attention. A lack of innovation in promotional strategies—particularly in the use of digital technology—limits its market reach. Inadequate supporting facilities, in terms of both visitor comfort and interactive tools, also diminish the overall tourism experience. Moreover, limited operating hours and a lack of diverse temporary exhibitions reduce the museum's potential to continuously attract and retain public interest.

In terms of opportunities, the Lampung Museum has substantial potential to broaden its marketing reach through the use of digital technology and social media. The growing public interest, especially among students, in educational tourism can be optimized through the development of interactive programs such as educational workshops. Government support and collaboration with creative industry stakeholders, including local artists and historical communities, also offer opportunities to expand promotional networks and enhance the museum's appeal. From an educational management perspective, these interactive and educational tourism experiences can play a key role in creating a more inclusive and engaging learning environment for students, enhancing their understanding of local history and culture.

However, several external threats must be carefully considered. Competition from other tourist destinations, particularly nature-based tourism and modern entertainment venues, presents a major challenge in attracting visitors. Additionally, the shifting trend toward digital and interactive tourism experiences may reduce the museum's relevance if it fails to update its methods of delivering information and programming. In this context, educational management must ensure that the museum remains an effective educational

resource by continuously adapting its teaching methods, leveraging modern technologies, and creating dynamic learning experiences. Budgetary constraints for management and promotion also hinder the development of sustainable and innovative marketing strategies, which can affect the museum's ability to offer high-quality educational programs and services.

According to the results of the IFAS–EFAS Quadrant Strategy Analysis Matrix, the Lampung State Museum's strategic position falls within Quadrant I, which corresponds to a growth or aggressive strategy. This position reflects the dominance of strengths and opportunities over weaknesses and threats. Therefore, the most appropriate strategy is to maximize all internal potentials and external opportunities in order to significantly increase visitor numbers. Strategies that can be implemented include strengthening digital-based promotion, developing interactive educational programs, establishing partnerships with educational institutions, and enhancing the quality of facilities and services for visitors. From an educational management viewpoint, collaborating with schools and universities can further enhance the museum's role in supporting the educational curriculum, while improving the museum's educational outreach. Through the consistent and well-planned implementation of these strategies, the Lampung State Museum is expected to improve its visitor numbers and strengthen its position as a leading and competitive educational tourism destination in Lampung Province.

CONCLUSION

The Lampung State Museum holds significant potential to be developed as a leading educational tourism destination in Lampung Province. Its primary strengths lie in its strategic location, strong representation of local cultural identity, and support from the regional government through promotional efforts and educational programs. The museum also has considerable opportunities through the utilization of digital technology and social media, as well as the increasing public interest in education-based tourism. However, several weaknesses and threats must be promptly addressed, including the lack of innovation in promotional strategies, limited facilities, minimal program variety, and competition from other tourist destinations. Additionally, budget constraints and underutilization of technology hinder the development of more effective marketing strategies.

The results of the IFAS and EFAS matrix calculations indicate that the Lampung Museum's strategy is positioned in Quadrant I, suggesting a strong potential for the implementation of an aggressive growth strategy. Recommended strategies include enhancing digital promotion, developing interactive educational programs, collaborating with educational institutions

and creative industry players, and improving the quality of services and facilities for visitors. By optimally implementing these strategies, the Lampung Museum is expected to increase visitor numbers, strengthen its competitiveness, and maintain its position as a center for education and cultural preservation in Lampung Province.

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