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The Development Strategy of the Sultanate Palace as a Heritage Tourism Attraction in Sumbawa Besar City, West Nusa Tenggara Province

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Abstract

The Sultanate Palace, located in Sumbawa Besar City, West Nusa Tenggara Province, has high historical and cultural value, symbolizing the civilization of the Sumbawa people, especially in the field of government, and serving as historical evidence of the glory of the Sumbawa Sultanate in the past. However, the management and development of the palace as a cultural heritage tourist attraction has not been optimal. Therefore, this study aims to formulate a development strategy by analyzing the current condition of the Sultanate Palace using the TALC approach and 4A components, as well as pentahelix collaboration. This study uses a descriptive qualitative approach with data collection techniques including interviews, observation, and documents, which are then analyzed using SWOT and PESTEL analysis. The results of this study indicate that the Sultanate Palace is still in the involvement stage, and although pentahelix collaboration has been formed informally, it is still dominated by the government and cultural figures. The proposed development strategies include periodic attraction innovations, Sumbawa cultural workshops, heritage building preservation and conservation tours, gallery exhibitions and workshops, comparative studies with neighboring destinations, community involvement, brand strengthening, human resource capacity development, packaging traditional games and storytelling, and private sector involvement through CSR programs.

Keyword: Development, Sultanate Palace, Heritage Tourism, Sumbawa.

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INTRODUCTION

Indonesia is one of the countries with a diverse cultural heritage that can be used as a leading tourist destination. One of the areas that still has cultural heritage in the form of objects is the city of Sumbawa Besar in Sumbawa Regency, West Nusa Tenggara Province. The cultural heritage owned by the city of Sumbawa Besar is the Sultanate Palace. This palace is a tangible cultural heritage and functions as a residence and became the center of the government of Sumbawa Regency during the sultanate rule. In terms of architecture, this palace has a variety of distinctive architectural forms, ranging from traditional, colonial to modern. Among them are the Istana Dalam Loka, Bala Datu Ranga, Istana Bala Puti, and Istana Bala Kuning. Although they have diverse architectural designs, the four palaces are still under one ruler, namely the descendants of the Sultan from the Dinasti Dewa Dalam Bawa. Based on the results of interviews with the Sultanate family and managers, the following information about the Sultanate Palace can be seen in Table 1.

Table 1. Information About the Sultanate Palace

No.	Name of the Palace	Year	Initial Functions	Number of Visitors
1.	Istana Dalam Loka	1885	The Sultan's seat of government and residence	3,147 visitors during 2024
2.	Bala Datu Ranga	1886	Residence of the Ministry of the Sultanate	2,872 finishers in 2023
3.	Istana Bala Puti	1932	Government Center and Wisma Praja	No visit data
4.	Istana Bala Kuning	1941	The residence of the Sultan and his family	21 visitors during 2024

Source: Results of the researcher's analysis, 2025.

Based on data, the Istana Dalam Loka recorded the highest number of visitors with a total of 3,147 visitors in 2024. Meanwhile, Bala Datu Ranga had a total of 2,872 visitors in 2023, or a year after it was inaugurated. The other two palaces, the Istana Bala Putih and the Istana Bala Kuning, do not have well-organized visit data. The table shows the differences in the initial function of each palace as well as the disparity in visit data that can be a concern in efforts to preserve and develop cultural heritage tourism in this region. The existence of the palace is not only considered as the cultural heritage of the city of Sumbawa Besar, which stores the collections of the sultanate, but also used as a leading destination of Sumbawa Regency. As explained in

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Sumbawa Regency Regional Regulation Number 6 concerning the Sumbawa Regency Tourism Development Master Plan for 2018-2027, the Istana Dalam Loka, Bala Datu Ranga, Istana Bala Puti and Istana Bala Kuning have been designated as tourist destinations manifested in the form of DPK (Regency Tourism Destinations) and KSPK (Regency Tourism Strategic Areas). Based on visitor survey results, Istana Dalam Loka has the highest score as the most frequently visited palace.

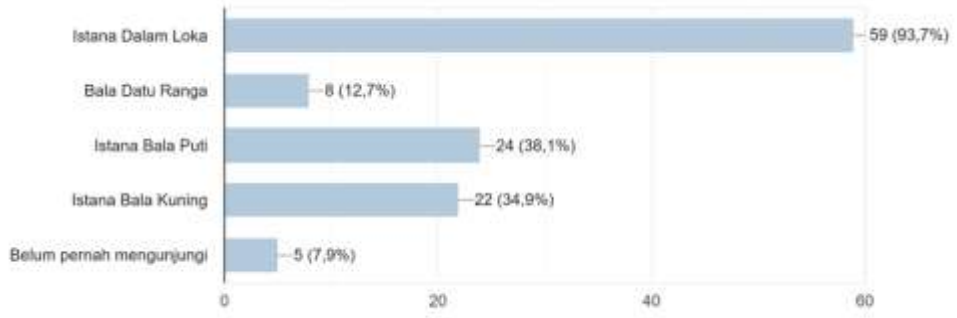


Figure 1. The most visited palaces by tourists

Source: Data Result, 2025.

The great potential that the Sultanate Palace has offers a unique opportunity for visitors to explore the rich artistic, intellectual, architectural, spiritual, and emotional heritage of the local community. However, currently, the Sultanate Palace is still faced with a number of challenges in its development as a heritage tourism attraction in the city of Sumbawa Besar. Its status as a tourist destination raises certain expectations that all palaces will function optimally as tourist attractions with open access for tourists. However, of the four palaces, only the Istana Dalam Loka can be accessed at any time without making an agreement before visiting. Furthermore, Bala Datu Ranga, which is in the preparation stage for the restoration of the prime minister's collection and renovation, is also ready to be visited, even though it is an agreement system.

The Istana Bala Puti still functions as a regional guesthouse or official meeting place for the government and is currently in the restoration stage after the 2017 fire. Lastly, the Istana Bala Kuning is still inhabited by Sultan Muhammad Kaharuddin IV and his family. This condition is not in line with the Sumbawa Regency Tourism Development Master Plan (RIPARKAB), which stipulates the palace as a leading tourist destination. Some palaces are still related to government functions or are still inhabited by the Sultan and his family. This situation is an important concern in research, especially to examine whether the government implements top-down or bottom-up

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planning or regulations related to this matter.

The lack of a comprehensive and innovative development concept is one of the main obstacles in maximizing the heritage tourism potential of the palace for the national and international tourism market. In addition, tourist support facilities, such as information centers, signage or directions, and quality lodging, are still limited. This condition contributes to the non-optimal number of tourist visits, which are not proportional to the great potential it has. The tourism industry on Sumbawa Island, especially those related to the Sultanate Palace, has not shown significant development and is still in the involvement phase. This is partly due to the unregistered Sultanate Palace as a national cultural heritage, weak promotional efforts, limited involvement of human resources in the development of the palace as a cultural heritage tourist attraction, and low synergy between stakeholders.

The sluggish tourism industry in the Sultanate Palace is also influenced by the lack of clarity on the roles and responsibilities between the Department of Youth, Sports, and Tourism (DISPOPAR), the Department of Education and Culture (DIKBUD), and other pentahelix elements. The threat of physical damage, lack of maintenance, and the lack of establishment of management institutions, such as tourism awareness groups (POKDARWIS), have also made the use of the Sultanate Palace a cultural heritage tourism attraction in the city of Sumbawa Besar.

Considering the development challenges and great potential that the Sultanate Palace has in the city of Sumbawa Besar, this study aims to formulate a strategy for the development of the Sultanate Palace as a heritage tourism attraction in the region. This research will examine the physical aspects, cultural values, and economic potential contained in the Sultanate Palace. In addition, the study will also evaluate the level of stakeholder involvement in tourism management through a pentahelix collaborative approach, involving governments, local communities, academics, the business sector, and the media. With this approach, the research is expected to be able to produce a development strategy that not only supports the preservation of local culture in the Sultanate Palace area but also improves the welfare of the community through cultural heritage tourism.

LITERATURE REVIEW

Cultural heritage tourism is a type of tourism that utilizes cultural and historical heritage as the main attraction offered to tourists. Timoty and Boyd (2003) explain that several elements affect the tourist experience which include politics (government and policy support), supply and demand (availability of attractions and tourist interest), conservation (preservation efforts), authenticity (authentic experience offered), impact management (tourism effects management),

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and interpretation (the way heritage is presented and explained).

The analysis of the development of the attractiveness of the Sultanate Palace uses an approach developed by Butler, namely the Tourism Area Life Cycle (TALC). The theory has several stages or phases that describe the destination will go through several stages starting from exploration, involvement, development, consolidation, stagnation, and decline or rejuvenation. Each of these phases is characterized by different characteristics such as the number of visitors, community involvement, investors, and infrastructure conditions. Furthermore, the approach of destination development components 4A (attraction, accessibility, amenities, and ancillary) is also used to support the TALC theory. These two towers are used to answer the actual condition of the Sultanate Palace as a heritage tourism attraction.

Several previous studies have discussed a lot of heritage tourism-based tourist destinations. Research conducted by Refnoliza (2015) for example, which analyzes the development of the Pagaruyung Palace, which has been successfully reactivated after the fire through preservation and strengthening branding, maintaining cultural practices and building collaboration between parties. Furthermore, the research conducted by Morice (2020) in France also explained that 3 things must be applied in the development of world cultural heritage sites, including governance, marketing, development of attraction activities, and community synergy. The research proves the importance of synergy between various parties in the development of tourist destinations. However, so far, only research Taufiqurrahman (2020) and Bethari (2021) which discusses the Palace in the field of tourism, but the locus of the second research is only on the Istana Dalam Loka. Based on previous research, there has not been much research that has studied the sultanate palace in an integrated manner using the pentahelix approach and TALC theory at the same time. So, this research is important to fill this gap.

METHOD

SWOT analysis is used to identify internal factors in the form of strengths and weaknesses, and then PESTEL analysis is used to identify external factors that are later. This study uses a descriptive qualitative approach with data collection methods in the form of questionnaires, interviews, observations, and documents. Informants were selected through purposive sampling, including cultural staff at the Education and Culture, head of the department at Dispopar, caretakers, sultanate families, influencers, academics, local communities, business people, tourists, and cultural experts. The location of the research is in the city of Sumbawa Besar, with an implementation time from December to February 2025. Furthermore, data analysis was carried out with the Miles and Huberman approach, which included data reduction, data presentation

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using SWOT analysis, of PESTEL analysis. This combination of approaches resulted in an alternative strategy for the development of the sultanate palace as a heritage tourism attraction.

RESULTS AND DISCUSSION

Actual Condition of the Sultanate Palace

TALC (Tourism Area Life Cycle) Analysis

Based on theoretical analysis Tourism Area Life cycle (TALC), Tourism Area Life Cycle (TALC) is a theory developed by Butler (1980), which is used to determine the development phases that tourist destinations go through. This phase starts from exploration, involvement, development, consolidation, stagnation, and decline/rejuvenation. Based on the results of interviews and observations, the Sultanate Palace in Sumbawa Besar City is at the stage of Involvement.

Phase Involvement Sultanate Palace, the community began to participate in or be involved in supporting tourism activities on a small scale. This is reflected in the existence of MSMEs around the palace, the provision of hotels, the involvement of local governments, the sultanate family, and local communities in efforts to preserve the physical and cultural heritage of the Sumbawa people, which are preserved through the organization of festivals, traditional ceremonies, and the reception of tourist visits. However, the promotion has not been carried out optimally, and specifically for the Sultanate Palace, there are no large investors, and there is a lack of supporting infrastructure such as special parking lots, pedestrian paths, adequate toilets, Money Changer and Signage (information board) in an inadequate foreign language.

The number of visits to Istana Dalam Loka and Bala Datu Ranga is quite stable, and has not shown a high spike in visits. Meanwhile, the other two palace such as Bala Kuning and Bala Puti do not even have signage or written information boards in the palace area. The local government only carried out basic maintenance on the Sultanate Palace without active tourism planning and development. Unlike other palaces, Bala Datu Ranga is managed directly by the Foundation and has carried out renovations and clear regulations through signage installed directly in the front area of Bala Datu Ranga. In addition, Bala Datu Ranga has also collaborated with private parties such as PT Amman Mineral Nusa Tenggara (PT AMNT) in West Sumbawa Regency through a CSR program and will assist in the creation of Merchandise. The Bala Datu Ranga Foundation has also collaborated with the NTB Museum.

Indications of the transition to the development stage have begun to be seen in Bala Datu Ranga, although it is not yet massive. Several promotional activities have been indirectly carried out through public education programs, such as podcasts, workshops at museums, and screenings of films by the community (watching together). Meanwhile, three other palaces, such as Istana

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Dalam Loka, Bala Puti, and Bala Kuning, have not seen any indication of transition to the stage of development. Therefore, it is important for the Cultural Sector in DIKBUD and DISPOPAR to synergize and collaborate with third parties, as done by the foundation for the development of the Istana Dalam Loka, Istana Bala Kuning, and Istana Bala Puti.

Analysis of The Tourism Components (4A)

The 4A destination component is one of the important keys in determining the success of a tourist destination in attracting tourists. The components of this destination consist of attraction, accessibility, amenities, and ancillary. These four components are interrelated and have a significant influence on tourist interest. This is also explained by Cooper in Sien (2021), "Destinations must offer attractions, access, amenities, and ancillary services that satisfy the needs of tourists." (Cooper et al., 1993). Based on the analysis of the 4A component, it can be known the actual condition of the Sultanate Palace as a heritage tourism attraction. This analysis also provides concrete data to support the TALC phase. Here's an explanation of each component.

1. Attractions

The Sumbawa Sultanate Palace has main attractions in the form of cultural, historical, architectural, and traditional festival attractions. Cultural attractions such as the Musyakarah tradition, the sultan's coronation ceremony, and the active role of LATS reflect the authentic values of Tau Samawa. Historical attractions include sultanate relics, such as artifacts, manuscripts, and the sultan's throne. In terms of architecture, the palace building reflects Islamic and local Sumbawa values. However, innovation and packaging of attractions are still limited, so they have not been able to push the destination to the development stage in TALC theory.

2. Accessibility

It is located in the center of Sumbawa City and can be accessed by air, land, and sea. There are direct flights from Bali and Lombok, but access from Jakarta still requires a transit. Local transportation, such as online motorcycle taxis, is sufficient, but directions and promotion of routes to the palace are still lacking. Traditional transportation, such as horseg carts, is becoming extinct, even though it has the potential to enhance the cultural heritage experience.

3. Amenities

Supporting facilities around the palace are quite available, such as hotels, restaurants, traditional markets, and supermarkets. However, there is no representative culinary center in Sumbawa. Souvenir and souvenir shops are still minimal and poorly known. Entertainment venues are limited to the Heroes' Field and annual horse races, with no ongoing entertainment attractions such as in neighboring destinations.

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4. Ancillary

The management of the palace is spread across several institutions, such as the Education and Culture Office and the Datu Ranga descendant family foundation. The lack of the formation of Pokdarwis and an integrated destination management system shows that the institution is still weak and limited to the involvement phase in TALC. To proceed to the development stage, cross-sector collaboration and professional institutions are needed.

Pentahelix Collaboration in the Development of the Sultanate Palace as a Heritage Tourism Attraction in Sumbawa Besar City, West Nusa Tenggara Province

The development of the Sumbawa Sultanate Palace as a heritage tourism destination requires synergy between pentahelix elements: the government, academics, businesspeople, communities, and the media. Currently, management is still top-down, collaboration is limited, and the involvement of local human resources is still passive. Based on interviews with several parties, here are the roles and collaborations within Pentahelix.

1. Department of Education and Culture (DIKBUD)

Based on the results of an interview with Mrs. Eri from the Culture Division, DIKBUD is responsible for the physical maintenance and preservation of cultural values owned by the Sultanate Palace. Activities carried out by the Culture Division are inventory and documentation by recording and documenting every cultural element related to the palace, registering cultural heritage or proposing the Sultanate Palace and its heritage as national cultural heritage to obtain legal protection and preservation support, the formation of custodians by appointing special personnel in charge of maintaining and caring for the palace so that it remains in good condition. Usually, in the context of cultural activities at the Palace, Education and Culture collaborate with cultural experts to get involved. However, formal cooperation has not been carried out so far.

2. Department of Youth, Sports, and Tourism (DISPOPAR)

Based on the results of an interview with Mr. Andry, as the Head of Tourism Creative and Marketing Division, he explained that in terms of management and development, the Sultanate Palace is under the auspices of the Head of Culture at DIKBUD. However, DISPOPAR utilizes the Sultanate Palace as part of the tourism promotion of Sumbawa Regency through various events such as the Moyo Festival, Sail Indonesia, and MXGP. However, what has not been done is special promotions for the Sultanate Palace, minimal community involvement, and training for custodians. This is due to limited authority, considering that the sultanate palace is under DIKBUD. However, so far DISPOPAR continues to communicate with those are guests who want to visit the Sultanate Palace.

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3. Academics

Based on the results of an interview with Mrs. Rizka as a lecturer at STAIS, the contribution of academics is still individual. Several lecturers are involved in research, educational mentoring, and the development of inclusive cultural applications as one of the lecturers at UTS did. Despite the potential, there has been no formal cooperation between academics and palace managers. Mrs. Rizka hopes that managers and cultural experts as well as academics, can make a good storytelling that tells the history of each palace and the reasons why they have to visit the palace in order. Furthermore, Mrs. Rizka hopes that the manager can provide education and literacy regarding information on visits to each palace.

Mr. Sahrul, as a graduate of a Bachelor of Tourism and a teacher of a hospitality vocational school, also argued that the provision of training and socialization to caretakers, local communities, and students is very important. Improving the sense of love or sense of belonging to one's own culture is one of the important aspects that need to be improved. So, local communities, caregivers, as well as students and students can know their own culture and they can also be a medium for mouth-to-mouth promotion.

According to Mrs. Andari, as the chairperson of the Bala Datu Ranga foundation and a UTS lecturer, lecturers have contributed in the form of applications and barcodes installed by the Istana Dalam Loka and Bala Datu Ranga. This barcode contains a link to the Sumbawa cultural application. So, tourists can read and learn about the history of Sumbawa through the barcode. However, so far, collaboration or an MoU with academics has not been formally carried out.

4. Business Actors

Based on the results of interviews with Mrs. Ratu Ranteg from Travel Tambora Group and Mr. Jaka from GasOwa, local businesses like this have been active for a long time. However, it has not been integrated into the tourism management system. Collaboration is still informal, and support in the form of training or marketing facilitation is still needed by these business people. In addition, Mrs. Deby, as a MUA and beverage MSMEs, also felt the impact of activities at the Sultanate Palace, even though it was not optimal. MSME actors hope that managers can provide education in the form of entrepreneurial training based on cultural tourism and strengthen the synergy between managers and MSMEs. Because so far, MSMEs have only been given space to showcase their products in the palace, and there has been no further training or product development.

5. Media

The city of Sumbawa Besar has influencers who are quite influential in promotion. Some of them are account owners, Semaras Sia, Kaka Senja, and Ratu Ranteg, who are also descendants

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of the Tambora Group of hotels and travel. Based on the results of an interview with Nyemin, as the owner of the Semaras Sia account, until now, he has never received an offer of cooperation from the local government or the management of the sultanate palace. Several sultanate events, such as deliberations, the coronation of the sultan, and the awarding of customary titles to Sumbawa Regency officials. However, the owner of this Semaras Sia account expressed his willingness to be invited to work with him, according to him, that he could contribute to introducing Sumbawa culture, considering that many tourists who come to Sumbawa ask for recommendations for tourist destinations, especially city tours through Nyemin. So far, Nyemin has never carried out a special campaign for cultural tourism in Sumbawa but he is not anti-cultural and ready to take advantage of the power or awards he gets from the government as an influencer.

Furthermore, Ratu Ranteg also explained that she had never been invited to collaborate even though she had received an award from the government. Likewise with the account owner Kaka Senja, who works as a guide and the owner of the Sumbawa the exploler account, so far only promoting natural tourism and making nature tour packages. There has been no cooperation between the management of the sultanate palace and guides and influencers. The lack of collaboration indicates that there is potential that has not been maximized. In fact, if cooperation is carried out, it can be an effective strategy to increase the exposure of the sultanate palace to be increasingly known by people outside Sumbawa.

Sultanate Palace Development Strategy as a Heritage Tourism Attraction in Sumbawa Besar City, West Nusa Tenggara Province

Internal Factors (SWOT) of the Sultanate Palace

Internal factors are factors that include the strengths and weaknesses of the development of the Sumbawa Sultanate Palace. Based on the results of observations and interviews with various parties, several factors of strength and weakness were found, as can be seen in the following explanation.

Table 2. Internal Factors of the Sultanate Palace

No.	Strengths	Weaknesses
1.	The diversity of unique and diverse traditional architecture has become the local identity of the people of Sumbawa and has a long history.	Limitations of Tourism Supporting Facilities

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2.	Strategic location in the center of Sumbawa Besar City, easy to reach for tourists	Limitations of Professional Human Resources (HR) in the Field of Cultural Tourism
3.	Security is Supported by CCTV and Security Apparatus.	There are no regular events for tourists
4.	The Istana Dalam Loka is dubbed the largest Stilt House in the world	
5.	Becoming a leading destination in the district and being included in the KSPK (Regency Tourism Strategic Area)	

Source: Data Result, 2025.

External Factors (PESTEL) of the Sultanate Palace

The PESTEL analysis was used to identify external factors that could affect the Sultanate Palace as a heritage tourism attraction. This analysis aims to understand opportunities and threats that arise from the external environment, so that it can be used as a basis for formulating the right development strategy. Based on the results of interviews and observations with various parties, the opportunities and threats that the Sultanate Palace has based on each factor can be seen in the following table and review.

Table 3. External Factors of the Sultanate Palace

Factor	Opportunity	Threat
Politics	Regional policies support preservation and cross-sectoral collaboration opportunities to accelerate promotion.	The status of cultural heritage is only at the regional level and depends on the regional budget
Economics	The potential for heritage tourism development that combines the four palaces in one integrated tour package.	Low tourist spending rates
Social	Increasing tourist interest in heritage tourism	Competition with natural tourism and more modern tourism.

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Technology	Potential for digitalization of promotion & interpretation	Lagging in the application of technology for cultural promotion and interpretation
Environment	A clean environment and public awareness can encourage the Palace to become a sustainable tourist	Risk of physical damage to the building.
Legality	The proposal to the National Cultural Heritage opens up opportunities for central assistance and funding.	Long administration process and strict requirements.

Source: Data Result, 2025.

Formulation of an Alternative Strategy for the Development of the Sultanate Palace as a Heritage Tourism Attraction in Sumbawa City, West Nusa Tenggara Province

The development of the Sumbawa Sultanate Palace as an attraction for Heritage Tourism requires the formulation of appropriate alternative strategies so that the potential of the cultural heritage can be optimized. This alternative strategy is obtained through a SWOT analysis that maps internal factors (strengths and weaknesses) as well as external factors (opportunities and threats). SWOT analysis is used to identify and formulate a development strategy based on the approach proposed by David (2011), which consists of four types of strategies: (1) SO strategy (Strengths-Opportunities), (2) WO strategy (Weaknesses-Opportunities), (3) ST strategy (Strengths-Threats), and (4) WT strategy (Weaknesses-Threats). Based on the results of the identification of internal and external factors, the following is presented a relevant SWOT matrix for the Sumbawa Sultanate Palace.

S-O Strategy (Strength – Opportunity)

S-O Strategy (Strengths-Opportunities) is a combination of internal factors consisting of strengths, and external factors consisting of opportunities. This SO strategy relies on the internal strength possessed by the Sultanate Palace to take advantage of the opportunities possessed by the Sultanate Palace.

1. Integration of the Four Palaces in an Integrated Tour Package

The four Sultanate Palaces have different building characteristics and depict the differences in times from traditional to modern times. The location of the palace that is still in one area is an opportunity that can be used to combine these four palaces into an integrated cultural heritage tour package to attract tourists. Therefore, this strategy can create a program in the form

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of an Integrated Heritage Tour Package that can be a program that has been formed, namely the Heritage Walk initiated by the Bala Datu Rang Foundation.

2. Utilization of Digital Technology and Global Branding

The strategy of strengthening digital technology can strengthen the image of the palace, for example, through the integration of digital technology, especially social media, interactive websites, and mobile applications can help expand information faster, attract tourists, and strengthen the branding of the Sultanate Palace. The status of the Istana Dalam Loka as the largest stilt house in the world can be a major value.

3. Provision of educational tours in strategic locations (city centers).

The location of the palace in the center of the city makes it easy to access to hold educational tours and cultural conservation. This activity can be supported by public facilities and security forces to ensure the comfort and safety of visitors. This educational tour program can be in the form of a preservation or conservation tour of cultural heritage in the form of buildings, cultural workshops, etc. The location of the palace in the center of Sumbawa Besar City is very strategic for tourists to reach, so the implementation of educational tours has a wide potential reach.

4. Maximizing the function of the Palace as an icon of KSPK by strengthening the local cultural narrative and branding based on architectural identity.

As part of the Regency Tourism Strategic Area (KSPK), the palace can be used as the main icon of cultural tourism. Cultural narratives that describe the philosophy and history of the Sultanate need to be developed consistently through signage, tours, cultural events, and merchandise designs that reflect the architectural features of the palace.

W-O Strategy (Weakness – Opportunity)

The Weakness Strategy was formed to minimize the weaknesses of the sultanate by taking advantage of existing opportunities. The following are strategies and programs that can be implemented.

1. Innovation of cultural attractions by utilizing government policies

The attractions of the Sultanate Palace are still static. To increase the attractions in the palace, several programs such as exhibitions and galleries, as well as Interactive Workshops can be carried out. In exhibition and gallery activities, tourists can enjoy the history and collections of the sultanate interactively for tourists, local people, researchers and academics. While the workshop program is interactive, the manager can involve tourists in weaving activities, making handicrafts, and learning traditional dances through collaboration with artisans in Poto Village

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and several studios in Sumbawa City.

2. Strengthening the capacity of local human resources

In Sumbawa Besar City, there are several universities such as UTS, UNSA, and STAIS that can be invited to collaborate with the government for guiding, storytelling and digital marketing training. To strengthen this program, it is necessary to conduct comparative studies to other tourist destinations such as Bali and Yogyakarta to increase the capacity of caregivers and awareness of the local community.

3. Routine cultural events as a regional tourism calendar

The implementation of this routine event can be coordinated with studios in Sumbawa City in order to create a scheduled tourism calendar and online ticket purchase system. Cultural events that can be carried out are re-displaying traditional Sumbawa games such as Karachi which are rarely found, participation-based activities such as storytelling competitions, traditional parades and traditional fashion shows, etc. This strategy is also in line with the vision and mission of the Bala Datu Ranga Foundation which is renovating and creating a space for public discussion for cultural actors.

4. CSR collaboration for facility improvement

The limited tourism support facilities in the Sumbawa Sultanate Palace area, such as parking areas, public toilets, information signage, information centers, and rest rooms, is one of the weaknesses that has the potential to reduce the comfort of tourists. To overcome this, the strategy that can be applied is to collaborate with the private sector (for example, through the Corporate Social Responsibility/CSR program of local companies), as has been done by the Bala Datu Ranga Foundation with PT AMNT. This collaboration needs to be expanded to all palaces so that there is no gap between palaces, and the comfort of tourists is guaranteed.

S-T Strategy (Strength – Threat)

This Strength-Threat strategy is a strategy that utilizes strength to overcome threats from external factors. From the results of the SWOT analysis, there are several strategies and programs that can be carried out, which can be seen as follows.

1. Increase tourist attraction through historical branding and merchandise

Optimizing the historical value and architectural uniqueness of each palace is the goal of this strategy. This effort can be done through the development of taglines and merchandise. The tagline became a promotional identity that represented the uniqueness of the architecture and the historical value of the palace. This tagline will be used consistently on promotional materials (banners, social media, brochures, promotional videos, and guidebooks). Meanwhile,

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merchandise is one of the promotional tools that can be a personal memory for every tourist who visits the palace. Products Merchandise that can be made is a hat, tote bag, T-shirt, Tumbler, Keychains, refrigerator magnets, miniature palaces, mini woven fabrics, and history books of the Sultanate Palace. This program is also one of the plans that has been thought of by Andari as the chairman of the Bala Datu Rang Foundation. He will collaborate with CSR or AMNT in this regard.

2. Mitigate the risk of physical damage by leveraging the power of collaboration.

The risk of physical damage to the palace building is one of the main threats in the management of the Sumbawa Sultanate Palace as a cultural tourism destination. The age of the building, vulnerable wood materials, and the intensity of tourist visits can accelerate the physical degradation of the structure. Efforts to overcome this are through conservation programs, public-based preservation campaigns, and prioritizing the status of the largest stilt house to get conservation support from the private sector.

3. Financial independence through routine cultural activities.

The easily accessible location allows the palace to act as a central point for the community's cultural activities, both in the form of traditional art performances, cultural exhibitions, craft workshops, and weekly cultural markets. These activities can:

a) Increase the frequency of tourist visits
b) Encourage direct interaction between visitors and local cultural actors
c) Fueling tourist spending on tickets, cultural products, and local cuisine
d) Opening opportunities for the participation of MSMEs and local creative actors

By increasing culture-based economic activities, the palace not only strengthens its function as a preservation space, but also builds financial independence, so that it is not completely dependent on government subsidies. This strategy is also in line with the development of sustainable tourist destinations based on community and local identity.

4. Active promotions based on excellence

Promotion can be done with the branding position of the Sultanate Palace as an icon of cultural tourism on Sumbawa Island, especially in Sumbawa Regency. The programs that can be formed are the creation of palace profile videos that highlight its uniqueness and collaboration with influencers in Sumbawa Regency and West Nusa Tenggara in general.

W-T Strategy (Weakness – Threat)

The next strategy is WT which stands for Weakness and Threat which aims to minimize weakness and can directly weaken threats. Here are some WT strategies and programs that can be carried out.

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1. Involving the community in the preservation of the palace

The involvement of the community in preservation needs to be carried out so that the community can have a sense of belonging to their own culture. This strategy can be carried out through the POKDARWIS formation program and education/socialization. The establishment of this pokdarwis can encourage the community to participate in planning, management and development. In addition, cultural conservation campaigns and training can be improved through education and socialization. It is also emphasized by (Thurley, 2005, in Monteiro et al., 2014) that "by understanding they will value the heritage, by valuing they will want to care for it..."

2. Development of Technology-Based Non-Physical Tourism Products

To get around the limitations of physical facilities and human resources so that they are not left behind in the application of technology, namely through the Virtual Exhibition "Traces of the Glory of the Sultanate of Sumbawa" and internship or mentorship programs. The presentation of the history and collections of the sultanate can be done through virtual or digital exhibitions that do not require a lot of quality human resources. In addition, it is also important to involve students and local communities in organizing events to create competent human resources

3. Train local managers for digital promotion so that they are not inferior to other destinations that are already technology-based

The procurement of workshops and technology training regularly can provide experience and knowledge for the community, POKDARWIS, and the Sultanate Palace managers. Routine workshops that must be carried out are the use of AI, digital marketing, training on the introduction and use of AR/VR as well as the analysis of tourist data. Based on the results of interviews with the caregivers, congratulations on this they have not received any training, especially on tourism technology. So, this program is very important to be realized.

Based on the analysis above, it shows that the alternative strategies created are the result of a combination of internal and external factors which are then compiled into more detail into the form of a program. The strategy is summarized in the following table.

Table 4. Alternative Strategy Program

Strategy	Program
1. <u>S-O Strategy</u> a. Integrating the four palaces in an integrated tour package, taking advantage of the diversity of unique building characteristics and utilizing strategic locations	Integrated Heritage Tour Package or Heritage Walk

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b. Utilizing digital technology for promotion through collaboration between Pentahelix by elevating the palace's status as the largest stage house in the world.	Digitalization of tourism
c. Taking advantage of the increased interest in heritage tourism by providing educational tours in strategic locations (city centers), supported by security and supporting facilities.	Sumbawa Cultural Workshop, a tour of the preservation and conservation of cultural heritage buildings.
d. Maximizing the function of the Palace as an icon of KSPK by strengthening the local cultural narrative and branding based on architectural identity.	Branding based on architectural identity and strengthening of cultural narratives.
2. W-O Strategy a. Developing cultural attraction innovations with the support of local government policies to increase tourist interest.	Gallery Exhibitions and Workshops
b. Developing local human resource training by collaborating with the private sector and government program support to build capacity in the fields of guiding, storytelling, and digital marketing.	Workshops/training and comparative studies.
c. Organizing routine cultural events that are part of the regional tourism calendar by collaborating with foundations and third parties to be a solution to the lack of fixed attractions.	Traditional game packaging and strotelling making
d. Collaborating with the private sector such as CSR of local companies, governments, and foundations to overcome minimal facilities.	Increasing Funding Independence and Collaboration
3. S-T Strategy a. Utilizing the architecture and historical value of the palace to create uniqueness compared to other tourist destinations, to maintain tourist attraction	Tagline and merchandise development

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b. Managing the risk of physical damage by leveraging the power of collaboration and its iconic status as the largest stage house to attract conservation support.	Public-based conservation campaigns
c. Increase tourist visits and spending by making strategic locations as centers of cultural activities, so that they do not depend only on government funds.	Developing products
d. Activating local and national promotion by elevating the superiority of the palace compared to other destinations, both in terms of history and uniqueness of the shape of the building.	Digital branding campaigns
4. W-T Strategy	
a. Providing education and involving the surrounding community to participate in the preservation of the palace and create a sense of belonging to the palace to reduce the risk of damage to the building	Formation of Pokdarwis
b. Developing non-physical creative tourism products, such as storytelling or virtual content, to get around the limitations of physical facilities and human resources so that they are not left behind in the application of technology.	Virtual exhibition and internship program
c. Train local managers for digital promotion so that they are not inferior to other destinations that are already technology-based.	Tourism digitalization training

Source: Data Result, 2025.

CONCLUSION

Based on the results of the research that has been carried out on the development of the Sultanate Palace as a heritage tourism attraction in the city of Sumbawa Besar, it can be concluded into several sub-topics as follows.

1. The actual condition of the Sultanate. Based on the TALC theory and the 4A approach, it can be concluded that the Sultanate Palace is currently in the involvement stage, where the community, government, and managers are beginning to be involved in management

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and development, although it is still limited on a local scale. Furthermore, the actual condition of the Sultanate Palace is based on 4A analysis.

a) The attraction of the Sultanate Palace is an attraction of unique historical value, cultural value, and architectural value. However, it has not been developed into an innovative and interactive tourist attraction.
b) Access to the palace is adequate and equipped with good road infrastructure. However, information about the visit schedule and directions is still unclear. So, it has not fully supported the convenience of tourists.
c) Amenities such as supporting facilities (toilets, parking areas, shopping centers, and amusement parks) are available. However, it is not adequate in supporting the comfort of tourists. In addition, facilities such as money changers are not yet available.
d) Ancillary Service or supporting institutions such as Pokdarwis need to be formed and cooperation with various stakeholders needs to be followed up formally and improved.

2. Pentahelix collaboration in the development of the Sultanate Palace is still not systematically coordinated. The local government of Sumbawa Regency has designated the Sultanate Palace as a leading destination, but it has not been followed by a technical policy that encourages synergy between parties. The involvement of cultural communities, such as LATS, has been active. However, the involvement of academics and the media is still incidental, and the involvement of the business sector has not developed optimally.
3. The strategy of developing the Sultanate Palace as a heritage tourism attraction, which was analyzed using SWOT analysis, resulted in 16 alternative strategies grouped into six approaches as follows.

a) Development of cultural attractions through heritage walk packages and routine art events.
b) Optimizing digital promotions through virtual storytelling, training, and social media campaigns.
c) Cultural preservation and conservation of the palace through educational tours, citizen participation, and improvement of cultural heritage status.
d) Strengthening branding based on local architecture and narrative.
e) Capacity building of local human resources through training and academic cooperation.
f) Diversify funding through partnerships, CSR, donations, and involvement of local art studios.

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