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Promotion Strategy Of Batuan Integrated Tour Package "The Living Museum Of Batuan" In Increasing Revenue Of Batuan Tourism Village

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Abstract

Batuan Village in Gianyar Regency, Bali, is one of the cultural tourism destinations with significant potential to be developed through the Batuan Integrated Tour Package "The Living Museum of Batuan." This study aims to analyze the promotional strategy of the Batuan Integrated Tour Package "The Living Museum" in increasing the income of Batuan Tourism Village. The research employed a quantitative descriptive approach, with data collected through questionnaires, observation, and documentation. The analytical tools used were Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis to formulate alternative promotional development strategies.

The findings indicate that the total IFE score is 2.89, suggesting that the internal condition of the tourism village is relatively strong. The main strengths include unique cultural-based tourism experiences, direct interaction with local communities, and a positive image supported by online reviews and word of mouth. Meanwhile, the primary weaknesses are the suboptimal use of digital media, inconsistency in promotional content, and website management. The total EFE score of 3.21 shows that the tourism village is well-positioned to respond to external opportunities, particularly digital technology development, the growing trend of cultural and authentic tourism, and government support for tourism villages. However, threats include competition with other tourism villages, environmental issues, and risks related to policy changes and political fluctuations.

Based on the SWOT analysis, SO, WO, ST, and WT strategies were formulated, focusing on strengthening digital promotion through cultural storytelling, developing eco-cultural tour packages, enhancing digital marketing capacity, differentiating the "Living Museum" concept, and establishing digital promotion standard operating procedures. These strategies are expected

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to improve competitiveness, expand the cultural tourism market, and sustainably increase the income of Batuan Tourism Village.

Keywords: Promotional Strategy, Tour Package, Tourism Village, SWOT, IFE, EFE.

INTRODUCTION

Tourism is a strategic sector that plays an important role in encouraging economic growth and social change in society. This sector is able to make a significant contribution to regional income if managed optimally (Ridla et al., 2021). Bali as a leading destination has unique culture and natural beauty that is the main attraction for tourists, so it requires planned management so that its economic benefits can be widely felt by the community (Arida & Sunarta, 2015). The dynamic development of Bali tourism encourages the government to create a strategy to equalize tourist visits. One of the efforts made is the development of tourist villages as a form of community-based tourism that utilizes local potential, both cultural, natural, and social. This approach not only boosts the local economy, but also contributes to the preservation of culture and the environment in a sustainable manner.

Based on data from the Central Statistics Agency of Bali Province, the number of foreign tourist visits to Bali in June 2024 reached 518,819 visits, although it decreased by 4.73% compared to the previous month (BPS Bali, 2024). The data shows that Bali remains a favorite destination for international tourists, with the dominance of tourists from Australia and other countries such as India, China, the United States, and Singapore. This condition confirms the importance of effective promotional strategies to maintain and increase tourist visits. One of the implementations of the tourism equity strategy is the development of tourist villages which have now reached hundreds of villages in Bali with various development classifications. Batuan Tourism Village in Gianyar Regency is one of the advanced category tourism villages that has great potential based on art and culture. This village is known as the center of traditional Balinese arts, such as sacred dance, Batuan paintings, sculptures, and the existence of Puseh Batuan Temple which has high historical value (Jadesta Kemenparekraf, 2024).

Despite having diverse potential, tourist visits in Batuan Village are still centered on the main attraction, namely Puseh Batuan Temple. Meanwhile, other potentials such as art studios, painting galleries, and community cultural activities have not been utilized optimally. This condition shows the need for a development strategy that is able to integrate all the tourism potential of the village so that it is better known and in demand by tourists. As an optimization effort, Batuan Tourism Village developed a tourism product in the form of the Batuan Integrated

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Tour Package "The Living Museum of Batuan" which combines various attractions in one integrated package. However, its implementation still faces obstacles, especially in the aspect of promotion. Sales data for 2023–2024 shows an increase in the number of tourists, but it is still volatile and uneven throughout the year, which indicates that the promotion strategy implemented has not been optimal.

The main problem lies in the limited use of promotional media, especially digital media. The use of platforms such as websites and JADESTA has not been balanced with the optimization of social media such as Instagram, TikTok, and YouTube which are currently trending in tourism promotion. In addition, limited human resources and the lack of cooperation with external parties such as travel agents are also obstacles in expanding marketing reach. Based on these problems, it is necessary to analyze the right promotion strategy through an internal and external factor approach. Thus, it is hoped that effective, innovative, and sustainable promotional strategies can be formulated to increase competitiveness, expand the market, and encourage an increase in income for the Batuan Tourism Village.

LITERATURE REVIEW

4A Concept of Tourism (*Attraction, Accessibility, Amenities, Ancillary*)

The 4A concept of tourism is one of the fundamental frameworks in the development of tourist destinations that explains the main components that must be possessed in order for a destination to be able to attract, serve, and maintain tourist visits. According to Cooper et al (2018), the success of a tourism destination is highly determined by the existence and integration of four main elements, namely *attraction*, *accessibility*, *amenities*, and *ancillary services*. These four elements do not stand alone, but complement each other in forming a complete and quality tourism experience.

The Concept of a Tourism Village

Villages have the potential to be a community-based tourist destination based on the local cultural wisdom of their community and can also be a trigger for economic improvement based on the principle of mutual cooperation and sustainability (Mujanah, et al., 2016). This is in accordance with the concept of building from the periphery or from the village to prosper the Indonesian people by exploring local potential and empowering their communities which was proclaimed by the Government as a priority program of Law Number 6 of 2014 concerning Villages which explains that villages have rights of origin and traditional rights in regulating and managing the interests of the local community and play a role in realizing the ideals of

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independence based on the Constitution of the Republic Indonesia in 1945.

Tour Package Concept

A tour package according to Kotler, et., al (2016), is a tourist trip to one or several tourist attractions from various facilities in a fixed trip at a single price but includes all components of the trip. Meanwhile, according to Damanik, et., al (2019), tour packages are tours that include all services such as transportation service arrangements and accommodation booked by tourists in one price. Tour packages are a combination of two or more elements with attractive price offers (Priantana, 2019). From these several understandings, it can be concluded that a tour package is a product that is included in several components such as accommodation and transportation to make it easier for tourists to carry out their tourism activities. A package tour (package tour/inclusive tour) is defined as a tourist trip with one or more visit destinations that are composed of various specific travel facilities in a fixed travel event, and are sold as a single price that concerns all components of the trip (Nurhayati, et al., 2024).

Marketing Strategy Concept

The definition of strategy according to Yulianto, (2018) is a series of commitments, integrated and coordinated actions designed to exploit core competencies to gain a competitive advantage. Strategy according to David and David, (2016) is a common means with long-term goals that the company wants to achieve. Philip Kotler (2017) states that marketing strategy is a mindset used to achieve marketing goals in an organization. This strategy includes selecting the target market, positioning the product or service in the market, and using a marketing mix that includes products, prices, places, and promotions. According to Kotler, an effective marketing strategy must be able to create value for customers and build long-term relationships.

Tourism Promotion Theory

Tourism promotion is an important part of a destination marketing strategy that aims to introduce, persuade, and convince tourists to be interested in visiting a tourist destination. According to Kotler and Keller (2021), promotion is a marketing communication activity that is used to convey information, build an image, and influence consumer attitudes and behaviors towards a product or service. Furthermore, Martoyo, et al., (2022) explained that tourism promotion is an integrated communication process between destination managers and target markets that aims to create awareness, interest, desire, and action. Tourism promotion includes various activities such as advertising, sales promotion, public relations, personal selling, direct

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marketing, and digital marketing that must be designed consistently so that the destination message is conveyed clearly and attractively.

METHOD

This study uses a quantitative descriptive approach to analyze the promotion strategy of the Batuan Integrated Tour Package "The Living Museum of Batuan" in increasing the income of the Batuan Tourism Village. The research was carried out in Batuan Tourism Village, Gianyar Regency, Bali, with the object of study on the promotion strategy of tour packages. The research informants include tourism village managers and the Tourism Office. The data used consisted of quantitative (questionnaire) and qualitative (observation, interview, documentation, and literature study) data, which were sourced from primary and secondary data.

Data analysis was carried out using IFE and EFE methods to identify internal and external factors, which were then analyzed through a SWOT matrix to formulate alternative promotional strategies. This approach aims to produce a strategy that is able to maximize strengths and opportunities as well as minimize weaknesses and threats, so as to increase the competitiveness of tour packages and encourage a sustainable increase in income for Batu Tourism Villages.

RESULTS AND DISCUSSION

The Potential of Batuan *Integrated Tour Package "The Living Museum of Batuan"*

Referring to the theory of tourist attractions according to Cooper, (1999) which emphasizes that tourist attractions are the core of the tourism value chain and are a key element that attracts tourists to certain destinations. Tourist attractions include various elements such as natural resources, culture, man-made, and infrastructure designed to provide a unique experience for tourists. Based on the theory of tourist attractions, the results of the research were obtained which are described as follows.

Attractions

Batuan Tourism Village offers a variety of tourist attractions based on culture, education, and local wisdom that are designed to provide an authentic experience while supporting the community's economic improvement. The main attractions include cultural heritage, traditional arts, community life, and community-based innovations that are integrated in the concept of sustainable tourism villages. One of the main attractions is Pura Puseh Desa Batuan, a historical site built in the XI century and has high archaeological and architectural value with the concept of trimandala. Apart from being a place of worship, this temple is the center of various sacred

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rituals and performances such as Gambuh and Rejang Sutri, which are still maintained as part of the tradition, not just tourist entertainment.



Figure 1. Puseh Temple Batu Tourism Village

Source: Researcher Documentation, 2026.

Another attraction is the Rock Style Painting Studio which is the cultural identity of the village. This painting has distinctive characteristics with complex traditional techniques and themes that are full of cultural values. The existence of art studios and galleries not only serves as a cultural preservation, but also as a driver of the creative economy through the sale of works and workshop programs for tourists.



Figure 2. Rock Style Painting Studio

Source: Researcher Documentation, 2026.

In addition, Batuan Village also offers traditional dance performances such as Rejang Sutri and Gambuh which have a ritual function and high sacred value. This art is not only a spectacle, but also a cultural educational medium for tourists to understand the philosophical and religious meaning in the life of the Balinese people.

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Figure 3. Traditional Dance Performance of Batuan Tourism Village

Source: Researcher Documentation, 2026.

Traditional traditional house tours are also an important attraction featuring vernacular architecture based on the concepts of Asta Kosala Kosali and Tri Hita Karana. Tourists can experience the life of the local community firsthand through house tours, the use of traditional clothing, and direct interaction with the homeowners. This activity is strengthened by a beautiful rural environment and traditional handicraft workshops.



Figure 4. Traditional House Tour in Batuan Village

Source: Researcher Documentation, 2026.

Finally, the innovation of Puspa Aman (Independent Beautiful and Comfortable Natural Food Center) became an attraction based on education and food security. This program integrates organic agriculture, culinary tourism, and community empowerment in one circular economy concept. Tourists can take a tour of the garden to enjoy locally processed products, thus providing an educational and sustainable tourism experience.

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Figure 5. Puspa Aman Batuan Tourism Village

Source: Researcher Documentation, 2026.

Overall, the attractions in Batuan Tourism Village reflect the integration between cultural preservation, community participation, and local economic development. The diversity of attractions is the main strength in supporting the development of the integrated tour package "The Living Museum of Batuan".

Accessibility of Batuan Tourism Village

The accessibility of Batuan Tourism Village is one of the main supporting factors for the development of this village as a cultural tourism destination in Gianyar Regency, Bali. Geographically, Batuan Village is located on a strategic route that connects Denpasar with Ubud, the two main tourism centers in Bali. The location is in Sukawati District, only about 15–20 km from Denpasar or can be reached within 30–40 minutes by road. From the Ubud tourist area, the distance is shorter, which is about 7-8 km or less than 20 minutes. This position provides an advantage because tourists traveling to Ubud usually pass through the Batuan Village route, thus facilitating the integration of Batuan in the Central Balinese cultural tour package.

Facilities and Services

Batuan Tourism Village provides various facilities to support the comfort of tourists, including parking lots, public toilets, selfie areas, local stalls, and souvenir shops. Adequate parking lots support a smooth visit, while public toilets scattered in strategic locations reflect good standards of cleanliness and service without neglecting the sacred value of the traditional space. The selfie area is a supporting facility that is relevant to digital tourism trends and serves as a visual promotional medium. On the other hand, local stalls and souvenir shops not only meet the needs of tourists, but also become a means of cultural preservation as well as economic empowerment of the community through typical culinary and local crafts.

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In terms of services, Batuan Village has a painting and dance studio as a center for cultural preservation and education. Tourists can interact directly with artists, participate in workshops, and understand the philosophical value of traditional art. In addition, the performance hall (wantilan) functions as a space for art and ritual performances, as well as a cultural education medium that strengthens tourist attractions. Traditional traditional houses and educational tour packages are excellent services that offer an authentic and participatory experience. Tourists can learn Tri Hita Karana-based architecture and participate in arts, crafts, and environmental education activities such as the Puspa Aman program. Overall, the facilities and services in Batuan Tourism Village reflect the integration between tourist comfort, cultural preservation, and economic empowerment in the concept of sustainable tourism.

Authentic Experience

Authentic experiences are the main motivation for tourists to visit Batuan Tourism Village, where tourists not only enjoy the attractions, but also interact directly with the local community and understand the value of the local culture. This is in line with the concept of sustainable tourism and *community-based tourism*. This experience is realized through various activities such as traditional house tours, the use of traditional clothing, and dialogue with the community about the philosophy of Asta Kosala Kosali and Tri Hita Karana. In addition, tourists can also watch sacred performances such as the Rejang Sutri and Gambuh dances which are still carried out as part of religious rituals.

From the aspect of art and daily life, the authentic experience is also reflected through direct interaction with artists and the village community. Tourists can take part in workshops on painting the Rock style, crafts, and activities such as sculpting or painting eggs. The Puspa Aman program also enriches the experience through agricultural activities, local culinary, and community social interaction. This direct involvement provides an educational and transformational experience, so that the tourist visit is not only a recreation, but also a deep cultural learning process.

Adaptability

Adaptability is an important factor in the management of tourist attractions in Batuan Tourism Village, especially in the face of changes in tourist behavior that are increasingly digital. Tourism villages are required to be able to balance the preservation of tradition and innovation so that they remain relevant to market needs. In practice, Batuan Village has utilized information technology such as social media, official websites, and online platforms to facilitate access to

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information related to performance schedules, workshops, and tour packages, as well as improve the efficiency of the reservation system.

Apart from being a means of promotion, digital technology is also used to enrich the tourist experience through the provision of interactive information, such as the use of QR codes or digital media that explains the history and philosophy of local culture. Nevertheless, this adaptation still maintains the value of authenticity by maintaining the sacredness of ritual and the authenticity of art. With this balance, Batuan Tourism Village is able to develop as *a living museum destination* that is adaptive to the development of the times without abandoning local wisdom.

Internal Factor Evaluation of Batuan Tourism Village

The IFE (*Internal Factor Evaluation)* matrix is used by researchers to analyze internal factors aimed at identifying the strengths and weaknesses that the Batuan Tourism Village has. The IFE matrix will show how much potential the Batuan *Integrated Tour Package "The Living Museum of Batuan"* tour package promotion strategy is in increasing income in Batuan Tourism Village.

Table 1. Internal Factor Evaluation Matrix of Batuan Tourism Village

NO	Internal Strategic Factors	WEIGHT	RATING	SCORE
STRENGTH				
1	A unique tourist experience that reflects the local culture as a promotional attraction	0.12	3.40	0.41
2	Tourism activities involve direct interaction with the community	0.10	3.70	0.37
3	The positive image of the tourism village is supported by online reviews and word of mouth	0.12	3.45	0.41
4	Professionalism and understanding of the tour package	0.09	3.30	0.30
5	Discount, bonus, and bundling program tour packages	0.10	3.50	0.35
WEAKNESS				
6	The use of social media and digital content as a means of promotion	0.12	2.40	0.29
7	Consistency of social media content updates	0.09	2.20	0.20

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8	Management of tourism village websites	0.08	2.15	0.19
9	Intensity and continuity of advertising/promotion	0.10	2.05	0.21
10	Speed of response and management of digital communications (emails, messages, comments)	0.08	2.25	0.18
	TOTAL IFE			**2.89**

Source: Researcher Analysis Results, 2026.

Based on the results of the IFE matrix, it shows that the unique tourism experience factor that reflects the local culture as a promotional attraction is the main factor in the form of strength owned by the Batuan Tourism Village with a weighted score of 0.41. Meanwhile, the main weakness factor is in terms of response speed and management of digital communication (emails, messages, comments) 0.18. Then, for the results of the overall calculation, a total of 2.89 was obtained, which shows that the Batuan Tourism Village internally in responding to its factors can be said to be in a fairly strong position, but still has weaknesses in the aspects of digital marketing and promotion consistency.

External Factor Evaluation of Batuan Tourism Village

The EFE (*External Factor Evaluation)* matrix is used by researchers to analyze *external* factors aimed at identifying opportunities and threats that Batuan Tourism Village has. The EFE matrix will show how much potential the marketing strategy of the Batuan *Integreted Tour Package "The Living Museum of Batuan"* tour package in increasing income in the Batuan tourism village.

Table 2. External Factor Evaluation Matrix of Batuan Tourism Village

NO	External Strategic Factors	WEIGHT	RATING	SCORE
OPPORTUNITIES				
1	Support for the environment and organic food program (Puspa Aman)	0.14	3.30	0.46
2	Developments in digital technology	0.16	4.00	0.64
3	Bali's tourism economic growth	0.15	3.62	0.54
4	Government policy support on tourism villages	0.14	3.36	0.47

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5	Cultural and authentic tourism trends	0.13	3.21	0.42
THREATS				
7	Competition with other tourist villages in Bali	0.10	2.52	0.25
8	Environmental vulnerability to pollution & waste	0.11	2.75	0.30
9	Risk of policy change and political fluctuations	0.07	1.83	0.13
	TOTAL EFE			**3.21**

Source: Researcher Analysis Results, 2026.

Based on the results of the EFE matrix, it shows that the development of digital technology. is the main factor in the form of opportunities owned by the Batuan Tourism Village with a weighted score of 0.64. Meanwhile, the main threat factors are the risk of policy changes and political fluctuations with a weighted score of 0.013. Then, for the results of the overall calculation, a total of 3.18 was obtained, which shows that the Rock Tourism Village externally in responding to its factors can be said to be in a high position.

IE Matrix of Batuan Tourism Village

The Internal–External (IE) Matrix is a strategic analysis tool used to determine the position of the organization based on internal and external conditions through the IFAS and EFAS Matrix. The horizontal axis (IFAS) describes internal strengths and weaknesses, while the vertical axis (EFAS) indicates external opportunities and threats. The results of the analysis of the Batuan Tourism Village showed that the IFAS score was 2.89 (average category) and EFAS was 3.18 (high category). This indicates that internally the village has quite good potential with cultural strength and community support, although there are still weaknesses in facilities, management, and quality of human resources. Meanwhile, from the external side, there are great opportunities such as increasing interest in cultural tourism, government support, and the development of digital technology.

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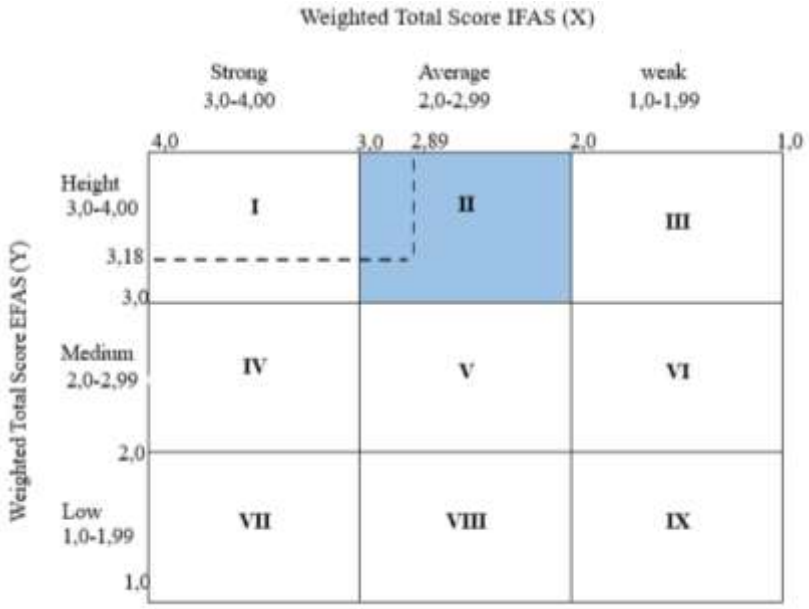


Figure 6. IE Matrix Tourism Village Batuan

Source: Researcher Analysis Results, 2026.

Based on the mapping in the IE Matrix, the Rock Tourism Village is in Cell II which is included in the Grow and Build strategy. This strategy emphasizes development through market penetration, market development, and product development. Its implementation includes increasing digital-based promotions, expanding tourist segments (cultural, educational, spiritual), as well as tourism package innovations such as the concept *of "The Living Museum of Batuan"* which offers an authentic and interactive experience. With this strategy, Batuan Tourism Village is expected to be able to increase competitiveness, expand the market, and encourage sustainable tourism growth and have an impact on the welfare of the local community.

Promotion Strategy of the Batuan *Tour Package "The Living Museum of Batuan"* in Increasing Income in Batuan Tourism Village

The results of the analysis of the SWOT Matrix of the Batuan Tourism Village produced four alternative development strategies, namely the S-O, W-O, S-T, and W-T strategies.

1. The S-O (Strength–Opportunities) strategy is focused on utilizing internal strengths to capture external opportunities, including by integrating authentic tourism experiences and community interaction into digital promotion based on cultural storytelling, developing eco-cultural tourism packages based on the Puspa Aman program, and

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optimizing the positive image of the village through online reviews and word of mouth to expand the cultural tourism market.

2. The W-O (Weakness–Opportunities) strategy is directed at minimizing weaknesses by taking advantage of existing opportunities, namely through increasing the capacity of human resources in the field of digital marketing, optimizing websites as a reservation and digital branding platform, and compiling a structured and consistent promotional content calendar.
3. Meanwhile, the S-T (Strength–Threats) strategy emphasizes the use of force to deal with threats, such as strengthening the differentiation of the concept of "Living Museum" as a competitive advantage, improving the quality of service and professionalism of officers, and integrating environmental aspects in tourism products to respond to sustainability issues.
4. The W-T (Weakness–Threats) strategy aims to minimize weaknesses and avoid threats through the preparation of standard operating procedures (SOPs) for digital promotion and services, increasing the speed and consistency of communication responses, and diversifying the tourism market, especially in the domestic segment. Overall, these four strategies complement each other in supporting the development of competitive and sustainable Rock Tourism Villages.

CONCLUSION

Based on the results of the research, Batuan Tourism Village has great potential in the development of an integrated tour package *"The Living Museum of Batuan"* which is supported by a wealth of cultural attractions, authenticity of traditions, community involvement, and strategic location. Internal analysis shows strengths in authentic tourism experiences, positive image, and sustainability programs such as Puspa Aman, but there are still weaknesses in digital management, websites, and human resource capacity. Meanwhile, opportunities come from cultural tourism trends, technological developments, and government support, while threats include destination competition, environmental issues, and economic dynamics.

Based on the SWOT analysis, the recommended promotion strategies include strengthening digital promotion based on cultural storytelling, developing eco-cultural packages, increasing human resource capacity and digital management, and differentiating the concept *of living museums* as a competitive advantage. In addition, it is necessary to prepare promotional SOPs, improve communication response, and diversify the market. Overall, the

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most relevant strategy is a combination of cultural differentiation and integrated digital promotion to sustainably increase visits, sales conversions, and village revenue.

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