

The Implementation of Digital Marketing Communication Strategy In Cultural Tourism: A Case Study in Yogyakarta

Clariza Orivia Ghaisani¹, Subhan Afifi^{2*}

¹ Universitas Islam Indonesia, Jalan Kalirang KM. 14.5, Sleman, DIY

² Universitas Islam Indonesia, Jalan Kalirang KM. 14.5, Sleman, DIY

*Corresponding author, email: subhan.afifi@uui.ac.id

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Abstract

Cultural tourism is one category that attracts local and foreign tourists. Various previous studies have shown that digital marketing communication media plays an essential role in influencing tourist interest in visiting tourist destinations. This study aims to analyze the implementation of digital marketing communication strategies in marketing cultural tourism with a case study of cultural tourism destinations in Yogyakarta. This study uses a case study method with in-depth interviews and field observations as data collection methods. The collected data were analyzed using thematic analysis and SWOT analysis. The results showed that managers of cultural tourism destinations optimize social media such as Facebook and Instagram for promotion. Whatsapp and email are also used for more personal communication with customers. The company's systematic digital marketing communications planning system supports solid work teams and produces original content. In addition, the extensive national and international marketing network and stable institutional position, because it is a state-owned company, are the advantages of this company. The increasing public interest at home and abroad for travel, the reduced Covid-19 pandemic, and the availability of various digital promotional media are opportunities for this company. However, the technical competence of staff in managing digital marketing media still needs to be improved. In addition, the digital content production and distribution scheduling system has not been implemented strictly and consistently. The quantity and quality of digital media content are also still limited. In addition, this cultural tourism object has several external challenges, such as the emergence of various new tourist objects in Yogyakarta, which are more aggressively promoted through digital media, and the possibility of a re-emergence of the Covid-19 pandemic or other natural disasters. This paper contributes to the literature on digital marketing communications by focusing on its implementation in the context of cultural tourism.

Keywords: Digital Marketing Communication, Cultural Tourism

Introduction

Tourism is one of the main sectors of the national economy that the Indonesian government continues to develop. Tourism is designated as one of the main sectors of the national economy because Indonesia has both natural and cultural potential, that is, the prima donna of tourists. According to Hasan (2015), tourism is one of the service-based industrial sectors, which can increase the country's foreign exchange without exporting state wealth.

In the internet era, marketing communications for various creative industry businesses are based on the use of digital media. Permata and Ashrianto (2021) highlighted that information technology is helpful for marketing communication activities, and its utilization can be adapted to the products offered.

Various previous studies have shown that internet-based digital media influence purchasing decisions, including the decision to travel. Gabisch and Gwebu (in Hasan, 2015) found that internet-based digital media influenced 28% - 57% of purchasing decisions, including booking holiday packages. Online vacation bookings increased year by year, by 5% in 2001 and 35% in 2008. Globally online bookings increased by 50%, and 79% of travelers booked holiday packages via the internet.

Digital marketing communication is part of Integrated Marketing Communication (IMC), which emphasizes building positive long-term customer relationships. The IMC strategy has several objectives: generating desire for a particular product category, creating brand awareness, encouraging positive attitudes, influencing intention, and facilitating the purchase. Through IMC activities, companies try to get long-term profits (Fadlik, 2012).

Furthermore, Fadlik (2012) and Hasan (2015) showed that IMC has three pillars: audience focus, channel-centered, and result-driven. Audience Focus means the focus of the company's communication activities on the target market. The company uses the market to evaluate consumers, formulate strategies, convey messages creatively, and build long-term relationships with consumers. Channel-centered is a medium that companies use to market their products. At the same time, Result Driven is a result orientation that can be measured and calculated as a result of the business.

In addition, according to Sholihin (2019), using digital media for marketing communication activities has several advantages, including easy and practical use. In terms of

cost, it is more cost-effective, and there are many marketing channels to choose from as needed. Digital media is also more targeted, has faster analysis, and can increase sales.

The argument is consistent with Kotler et al. (2020), which showed that traditional marketing communication shifted to digital communication with some adjustments. The standard 4P (Product, Price, Place, and Promotion) marketing mix has moved to 4C (Co-creation, Currency, Communal Activation, and Conversation). Segmentation and targeting shift towards customer community confirmation on digital media. In addition, positioning and differentiation in traditional marketing are shifting towards branding and code clarification in digital marketing.

Digital Marketing Communication Strategy is also essential to developing Cultural Tourism destinations. Cultural tourism offers new experiences for tourists to know cultural diversity, such as religious agendas, music festivals, theater, dance, and others (Spinalle, 1987). According to Wiguna (2018), one of the goals of tourism development is cultural preservation. Hakim (2017) added that components influence tourism development, including attractions, accessibility, amenities, public facilities, and institutions.

Several examples of research on digital marketing communications related to tourism in Indonesia were carried out by Saraswati & Afifi (2022), who researched tourism marketing communication strategies during the Covid-19 Pandemic. In addition, Ramaputra & Afifi (2001) have explored creative techniques for the food blogger business through Instagram social media. Other studies examine the use of social media in the promotion of natural tourism destinations and intelligent tourism, such as the research of Pembayun et al. (2020) and Novianti & Shandra (2020). Zaenal et al. (2019) have examined digital marketing and word of mouth as a tourism promotion strategy. Meanwhile, Musthofa (2019) evaluates the adaptation strategy of cultural tourism destinations in the era of technological disruption. While Retnasary et al. (2019) examine social media management as a tourism digital marketing strategy, and Puspitarini (2019) examines social media as a promotional medium. In addition, Oktaviani & Diki (2018) review the application of digital marketing in building brand awareness.

These various studies have examined various aspects of tourism marketing communication. In particular, research on digital marketing communications in developing cultural tourism has not been done much. For this reason, this study is intended to fill the research gap that has not been carried out by previous research. The study offers a novelty in the form of an analysis of digital marketing communications strategy in the context of cultural

tourism and the Covid-19 pandemic. The case study chosen is the digital marketing communication strategy of Ramayana Ballet Prambanan (RBP) as one of the popular tourist destinations in Yogyakarta.

Method

Human behavior is different from natural behavior because humans are agents who construct reality (Umanilo, 2019). In constructivism, the reality is constructed by individuals, and each individual has a unique experience interpreting reality. This study uses a qualitative method with the constructivist paradigm. In particular, the case study method is used to answer the formulation of the research problem. Yin (2005) explains that the case study method is used if the research question relates to how and why. Data collection in the field is done by observation, recording relevant information and experiences, and in-depth interviews with informants. The research was conducted at RBP, one of Yogyakarta's historic and famous tourist objects. Semi-structured interviews (semi-structured interviews) were conducted with several informants with an understanding and experience of RBP digital marketing communications.

Some of the participants in this study were: (1) Participant A (Manager of Theatre, Performance Customer Experience, Sales & Business Partnership), (2) Participant B (Assistant Manager of the Customer Service Division & Sales Account Manager), (3) Participant C (Staff of the Division of Customer Service & Sales Account Manager), (4) Participant D (Staff of the Division of Customer Service & Sales Account Manager). Interviews with participants and field observations were conducted on 17-24 March 2021 at the RBP Office. Then, social media observations were also carried out, especially on Facebook, Instagram, and WhatsApp, which were carried out for one month, starting from February 24 to March 24, 2021.

The data obtained in this study were analyzed using thematic analysis and SWOT analysis. Thematic Analysis identifies, explains, and develops specific patterns or themes based on the collected data. At the same time, the SWOT analysis is used to determine the strengths, weaknesses, opportunities, and threats related to implementing digital marketing communication strategies.

Result and Discussion

RBP is one of six units under the management of PT. Borobudur, Prambanan & Ratu Boko Temple Tourism Park (Persero). The company's vision is to become a manager and developer of cultural and cultural heritage with international standards. Meanwhile, its missions are: (1) Managing and developing the heritage / cultural heritage environment to be in line with sustainable conservation efforts, (2) Running a competitive, creative, innovative, environmentally friendly business that is excellent and provides an impressive tourist experience (Customer Experience), (3) Develops community empowerment programs to support the economic growth of communities around the area.

RBP's target market is tourists from within and outside the country. Conventionally, various promotional strategies are developed in marketing this cultural tourism product, for example, through advertising in print media, participating in exhibitions, collaborating with tour and travel agents, and the Consulate General of the Republic of Indonesia in various countries.

In the digital era, RBP utilizes various digital platforms to increase the number of tourist visits. The use of digital media allows two-way communication between companies and consumers, and potential customers. To develop marketing, the company applies a digital marketing communication strategy with three stages: planning, implementation, and evaluation.

The Planning of Digital Marketing Communication Strategy

According to Participant A, the Manager of Theatre, Performance Customer Experience, Sales & Business Partnerships, based on an interview on March 19, 2021, digital marketing communication is more concentrated in the head office, PT. Candi Tourism Park (Persero) oversees several other cultural attractions. However, RBP is trying to develop digital marketing communication by optimizing the use of its digital media, such as social media (Facebook and Instagram), Whatsapp, and email. Its main objective is to convey information to the general public and travel agents in particular about RBP's products and services.

To design a digital marketing communication strategy that can be implemented well, RBP develops a systematic plan. At the planning stage of digital marketing communications, RBP management carries out four activities: determining marketing targets, marketing communication media, formulating ideas, and designing content.

Determination of marketing targets related to the products owned. RBP has several products that have different target markets. RBP has three main products: Ramayana Ballet, Dramatari Roro Jonggrang, and Resto Rama Shinta. Each of these products has a different target market. The Ramayana Ballet, with a more classic story, targets people who like traditional arts, while the Roro Jonggrang Dramatari, packaged more contemporary, targets millennials as its marketing target. Resto Rama Shinta, initially a supporter of the performance, is now increasingly visited by the public and is known as a place to eat for families and employees of various agencies.

The determination of digital marketing media is adjusted to the intended target market. According to the RBP manager, the leading digital media chosen to be optimized are Facebook, Instagram, WhatsApp chat application, email, website, and YouTube. According to Ms. Ria, she primarily uses Facebook to promote because Facebook users are dominated by adult netizens who match the character of the targeted market. In addition, Instagram was chosen as a promotional medium to market products that target millennial youth groups. Whatsapp and email are also used as promotional media to communicate to consumers and potential customers personally and with partners such as tour and travel agents, hotels, event organizers, wedding organizers, and other agencies.

Marketing communication activities carried out by RBP did not completely switch to digital media. Conventional marketing communication media, such as flyers, banners, and billboards, are still used. These media are installed in strategic places such as hotels, roads to other tourist attractions, and around Yogyakarta International Airport (YIA).

The content of digital media related to performances contains updates to the performance schedule, ticket price information, questions and answers, and visitor testimonials. Meanwhile, the content produced for Rama Shinta Resto has the product packages offered, price and reservation information, and visitor testimonials.

Digital media content also takes advantage of various features on social media to interact with the public, such as features of public figures or influencers who have many followers to influence the audience. The formulation of digital media content ideas often also pays attention to trends among millennial youth, including directions on Tiktok social media. The content on Instagram is based on trends found on Tiktok. Even though the content follows prevailing trends, the company still incorporates its characteristics and values in the range.

Following the development of trends in content creation is expected to attract more audience focus and increase audience awareness about the products offered by the company.

Content creation for digital marketing communication media is handled by the Customer Service & Sales Account Manager, which consists of three (3) people with job divisions in the form of photography, graphic design, videography, and being the social media admin for Instagram accounts @ramayanaprambanan, @legendarorjonggrang, and @ramashinta_resto.

All content produced follows company policy as a manifestation of the company's vision and mission and does not violate social, cultural, and religious values, as well as the ITE Law. The photos and videos used are original photos of documentation and designs from the Prambanan Ramayana Ballet to avoid plagiarism.

According to Participant C, a Staff of the Customer Service & Sales Account Manager Division, every company staff is a marketer. All of them are expected to actively promote the company, for example, by participating in uploading the company's promotional content on their respective social media accounts. Policies like this can expand the company's market, which is not affordable if you only rely on the Sales Marketing & Sales Account Manager Division.

The Implementation of Digital Marketing Communication Strategy

Implementing RBP's digital marketing communication strategy utilizes and optimizes several digital media owned: Facebook, Instagram, WhatsApp, and email. The use of digital media, which is close to the daily life of internet users, is expected to reach the target market easily in a simple way.

Facebook

RBP utilizes Facebook for digital marketing communications considering that this social media has user characteristics that match the character of the company's target market. RBP's Facebook content is designed to use language that follows these characters, namely using language that tends to be formal and not too using the language style of contemporary youth.

Various features provided by Facebook are utilized by RBP digital media managers, such as uploading status, photos, and videos that can be grouped into albums. In addition, the

story feature is also used, which can upload photos or short videos of 20 seconds duration. The Facebook live feature allows messaging, group or community, fan pages, marketplaces, and Facebook.

The feeds feature is used to share various performance schedules in the form of photos and videos, product information, visitor testimonials, health campaigns, and condolences if related events exist. Photos and videos uploaded are original works of RBP staff. On the company's Facebook page, you can find the photo and video albums of various visits to RBP in groups from different companies and agencies.

Facebook users can review products freely, especially in writing statuses containing up to 63,206 characters, so product reviews can be submitted in detail (Sholihin, 2019). This facility is utilized by RBP digital media managers, for example, by creating 35-second video content that describes cultural performances, captions about the performance date, and an invitation to netizens to make a reservation immediately.

The group or community feature on Facebook is also optimized to promote RBP. RBP's digital media manager uses a language that matches the language and culture of the group or community that is followed to create closeness. Members of the group will be notified when content is uploaded. RBP is also incorporated in other groups or communities on Facebook, such as 'Info Prambanan,' 'Info Jogja,' and so on.

For paid advertising activities on Facebook, RBP managers regularly take advantage of the Facebook Ads feature connected to Instagram Ads. Facebook users can make settings on Facebook ads related to the demographics of their marketing targets so that advertising activities can run more effectively and efficiently because they are targeting the right target. According to Sholihin (2019), advertising with Facebook ads can reach a broader range of netizens who are not earned in 'friends' or related groups or communities.

According to Participant C, Staff of the Customer Service & Sales Account Manager Division), RBP advertises through Facebook ads but not regularly because of high costs. Advertising activities are carried out conditionally according to the situation and the available budget.

Instagram

The appeal of Instagram is mainly related to visual and audiovisual-based content. Content can be uploaded to feeds, stories, or highlights, which the audience can enjoy on the

user's Instagram page. The various advantages of Instagram that target millennial youth are utilized by RBP managers. This company has 3 Instagram accounts according to the products it sells, namely @ramayanaprambanan, @legendarorjonggrang, and @ramashinta_resto.

RBP's digital media manager developed several strategies for managing his Instagram account. Their accounts are open, unlocked, and contain various product and service information. Managers upload content in the form of photos and videos regularly and consistently by paying attention to the quality of pictures and videos to be uploaded. Content can be in the form of activity documentation, product information, or responses to situations currently being discussed by the public.

Various contents are uploaded on Instagram as posters or e-flyers about products, performances, food menu packages, photos, and videos of performance footage, visitor testimonials, questions and answers (QnA) about products, to various entertainments. These contents are uploaded more often on the story feature than on Instagram feeds.

Often content is uploaded outside of business hours when many people use social media, for example, on Saturday and Sunday evenings after the show is over. The following is the explanation of Participant C, Staff of the Customer Service & Sales Account Manager Division, regarding Instagram content management:

"Scheduling to post Instagram content is essential, but we are flexible. Our schedule is made. If there is suitable content, we will upload it immediately, and if there is no appropriate content, we will use the already available content. Depend on the situation. If, for example, there is an activity today, we immediately post information about the action. If there is no activity, we try to upload content so that our Instagram doesn't look lonely and inactive. (Participant C, interview on Tuesday, March 23, 2021).

Staying active on social media is one of the steps taken by RBP management to maintain communication with the public. Uploading content consistently is needed to maintain relationships with netizens, especially during the Covid-19 pandemic. The reduced performance schedule even stopped during the pandemics. It was detrimental to RBP as a cultural tourism destination.

Another strategy developed in managing Instagram is to connect this social media with other social media platforms to reach a wider audience. Using the Instagram Ads feature linked to Facebook Ads is an example of implementing this strategy to increase traffic on social media accounts managed by RBP.

Optimizing the use of hashtags on Instagram was also developed by the RBP digital media manager. Using hashtags makes it easier for netizens to get information with specific categories according to the keywords they are looking for. Some of the hashtags used by RBP include #sendratari, #ballet, #ramayana, #rorojonggrang, #pesonaindonesia, and other hashtags according to related content.

The education provided to the public is expected to further strengthen RBP's branding as a cultural tourism destination in Yogyakarta. Providing education to netizens through Instagram content is also one of RBP's digital media management strategies.

Whatsapp and Email

Whatsapp and email are media that are close to the daily life of internet users and optimize their use by promoting RBP. The number of characters that can be sent in one message is unlimited so that information can be conveyed in detail, which is an advantage of Whatsapp as a communication medium.

Besides being able to send messages in the form of text, WhatsApp can also send messages in the form of photos, videos, voice messages, files, share locations with the Google Maps feature, and share contacts. The WhatsApp application can also make voice and video calls personally and in groups, with a maximum of eight (8) users in one call. Furthermore, WhatsApp also has story features such as Facebook and Instagram that can be used to upload content in writing, photos, and videos with a maximum duration of 30 seconds in one story.

Whatsapp consists of two types: WhatsApp for ordinary users and WhatsApp intended as a business account. The features offered are not much different. Automatic messaging such as messages outside of working hours and greetings features quick replies to reuse frequently sent messages and the label feature to group customers into specific groups.

RBP utilizes WhatsApp media to communicate with potential buyers of their products. Your WhatsApp number is usually also included on other social media platforms. In the Whatsapp RBP profile section, there is information about the address or location of the performance with Google maps, product categories offered, working hours, email address, and website address. In addition, in the catalog section, more detailed information about the products offered.

The RBP manager regularly provides updated information about the schedule and performance ticket prices through the Whatsapp application's broadcast feature. This feature allows RBP to simultaneously send messages to several contacts that have been previously selected. In addition, RBP also shares information with the public through the WhatsApp story feature.

On the other hand, email, a simple digital communication medium, is used to communicate with customers, and customers send text, images, and videos in a more personal way. Email is used to share with partners such as tour and travel, hotels, event organizers, wedding organizers, and many potential foreign visitors.

Developing cooperation with various partners domestically and abroad is one of the objectives of RBP's digital marketing communication activities. Multiple forms of mutually beneficial cooperation were developed, as explained by Participant D (Staff of the Customer Service & Sales Account Manager Division), as follows:

We develop cooperation with various partners. For example, for ticket sales, collaboration with travel agents or e-commerce companies such as traveloka.com, tiket.com, and others. Not infrequently, we find ticket prices on the marketplace cheaper than buying tickets on the spot. They do offer promotions at attractive prices. We do provide discounts as partners as their advantage. (Participant D, interview on March 17, 2021)

Communicating with partners uses email more often because partners often need complete information or materials. The report can be in the form of material that will be presented to partner clients to e-flyers.

Covid-19 Pandemic and the Evaluation of Digital Marketing Communication Implementation

The Covid-19 pandemic has impacted all aspects of life, including tourism. In their research, Afifi & Harianti (2021) explained that the Covid-19 situation requires various institutions or companies to adjust their marketing communication strategies, for example, by developing the digital-based relationship marketing communication strategy. The Digital Marketing Communication strategy was implemented by RBP management before the Covid-19 Pandemic took place and is increasingly being implemented during the pandemic.

Various ways have been done so that the Prambanan Ramayana Ballet can survive the crisis during the Covid-19 Pandemic. The government's suggestion to reduce mobilization resulted in RBP making adjustments by reducing operating hours by implementing strict health

protocols. The survival mode minimizes production costs by reducing the number of dancers and eliminating gamelan musicians at each performance. Gamelan audio recordings temporarily replaced musical accompaniment for the ballet. As explained by Participant C below:

"We are trying to survive during the Covid-19 pandemic by minimizing costs and getting additional income. For example, we reduce the number of dancers involved in a performance. Usually up to 100 dancers. But when in a pandemic situation, we reduce it, not as much as before." (Participant C, interview on Tuesday, March 23, 2021)

The management's most significant challenge during the Covid-19 pandemic was the continued decline in the number of RBP visitors. This trend of decreasing visitors has occurred in the last few years, which can be observed in the following table:

Table 1
Number of Visitors to Ramayana Ballet Prambanan 2016 - 2020

Year	Number of Visitors		
	Ramayana Ballet	Roro Jonggrang Ballet	Rama Shinta Restaurant
2016	107.555	-	38.092
2017	109.149	-	27.823
2018	99.386	-	24.066
2019	91.459	18.788	-
2020	9.795	Closed	-

Source: RBP, 2020

Based on the data above, it can be seen that during the last five years, there has been a decline in visitors to the three RBP products. A drastic decrease in visitors occurred in 2020 due to the Covid-19 pandemic. Likewise, with the Roro Jonggrang Dramatari performance, which has only been running for one year, in 2019, the visitors reached 18,788, then in 2020, the version was forced to close due to the Covid-19 Pandemic. Restaurant Rama Shinta also continued to experience a decline in the number of visitors from 2016 to 2018. Data for 2019 and 2020 were not yet available when this research was conducted.

According to Participant A, the Manager of Theatre, Performance Customer Experience, Sales & Business Partnerships, RBP management continues to evaluate the company's development, including anticipating a decrease in visitors. A thorough evaluation is usually carried out at the end of the year. The company prepares the Work Plan and Budget (RKAP) every year as a work reference and reports on the realization of activities for one year.

RBP management carried out various innovations in the development of products and services. Resto Rama Shinta, as part of the RBP, for example, makes new offers packages such as dinner packages with extra shows, Pitstop packages for bikers, Afternoon Tea, Enjoy the Ngabuburit, as well as sporting events to maintain health during the Covid-19 pandemic.

The development of new products and services as a tourist attraction so that its existence can survive as a tourist destination of choice. The principles of developing tourist destinations, including attractions, accessibility, amenities, public facilities, and institutions, as explained by Copper et al. Wilopo and Hakim (2017), are implemented by RBP in the Covid-19 pandemic situation. Accessibility is the infrastructure to the RBP area, produced by providing electronic maps, road directions, and the availability of public transportation to the RBP locations, such as the Trans Jogja bus. The amenities to support the attractions include the presence of a restaurant at the staging location. Likewise, public facilities are available to help comfort tourists, such as prayer rooms, health rooms, lactation rooms, and wifi.

In addition, developing a Digital Marketing Communication Strategy through various media was also taken to increase the number of visitors. Based on the evaluation carried out by the RBP management and the researchers' SWOT analysis of the implementation of the Digital Marketing Communication Strategy carried out by this company, an overview of the Strengths, Weaknesses, Opportunities, and Threats is obtained. Strengths and Weaknesses are studied from various internal factors of the company, while opportunities and threats are sourced from external aspects of the company Rangkuti (2018: 20).

In terms of strength, the Digital Marketing Communication Strategy implemented by RBP has a precise planning, implementation, and evaluation system and a solid work team. In addition, RBP has fascinating and varied content material to upload on social media, especially related to outdoor views, the atmosphere of cultural tourist destinations, and cultural performances that attract tourists.

One of the strengths of Digital Marketing Communication implemented is the use of social media content, in the form of photos and original videos, created by RBP's content creators. On the other hand, the RBP digital media manager has the policy to use original promotional content materials (photos and videos) that are original by the content creators, including back sounds that are not problematic in terms of copyright. The use of back sound in videos is also attempted to choose a background that is not problems related to copyright.

In addition, RBP has an extensive marketing network at home and abroad. While domestically, RBP's partners in promotion and marketing are spread across various regions in Indonesia, such as tour and travel agents, also supported by influencers and content creators in the field of traveling and tourism on social media who often share information about RBP. Abroad, promoting cultural tourism destinations is supported by Indonesian embassies, including Indonesian consulates in various countries with a high interest in cultural tourism.

According to the participants of this study, the digital marketing communication activities carried out influence the interest of tourists to visit, including tourists from abroad. Participant B (Assistant Manager of the Customer Service & Sales Account Manager Division) explained this. According to him, they often get visitors from foreign tourists. One that felt memorable was visitors from India who praised the beauty of the Ramayana story.

Institutionally, RBP is also a cultural tourism object managed by PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (PT TWC). This gives RBP a solid institutional position to run its business, as well as one of the strengths of this cultural tourism object.

Regarding weaknesses, RBP's digital marketing communication activities showed several shortcomings that could be further developed to optimize promotions. The technical competence of digital marketing communication management staff is still limited, primarily related to optimizing digital media promotions. As explained by Research Participants, RBP still needs human resources who are experts in digital marketing communication activities. The required competencies include expertise in social media algorithms, search engine optimization, and creative content production.

In addition, the scheduling and production of digital media content have not been consistent and strictly adhered to. The uploaded content is more incidental and depends on the event; it has not been conceptualized and scheduled. The quantity and quality of content production on social media are also not optimal. Promotion through Facebook, for example, shows that RBP is less active in uploading its content. Based on the researcher's observations,

within one month, from February 24, 2021, to March 24, 2021, there are only 14 photos on Facebook feeds. The contents consist of information about the products of Resto Rama Shinta, the schedule for the performance of the Ramayana Ballet, and the Roro Jonggrang Dramatari. In addition, there is also condolence content and customer testimonials about Rama Shinta Restaurant. On the other hand, according to Participant C, Instagram content still needs to be evaluated and improved in quantity and quality. Following is Participant C's explanation:

We are constantly evaluating the content and visualization of social media content. Interesting Instagram content and neat feeds can invite more engagement from the audience. To produce high concentration, it is also necessary to continue observing what netizens are interested in today. (Participant C, interview March 23, 2021).

Advertising activities on social media are also still limited and not optimal. RBP managers have used Facebook Ads connected to Instagram Ads but have not been programmed intensely, mainly due to financing considerations. On the other hand, not all digital media platforms are used optimally. So far, RBP has been promoting more on Instagram and Facebook. Website and Youtube are managed directly by the head office, PT. Borobudur, Prambanan & Ratu Boko (Persero) Temple Tourism Park, namely through the borobudurpark.com website and the BorobudurPark youtube channel. The website and youtube channel contain information and content about RBP and other units such as the Borobudur Unit, Prambanan Unit, Ratu Boko Unit, and Manohara Unit. Twitter social media is not used as a marketing communication medium because, according to the explanation of this research informant, Twitter is considered to contain more political content, so it is considered less suitable for promoting cultural tourism.

In terms of opportunities, public interest in traveling, both at home and abroad, is increasing. Yogyakarta, a growing tourist area, has become the main attraction for domestic and foreign tourists. Moreover, the situation of the Covid-19 Pandemic began to subside, so the world of tourism began to rise again. In addition, the variety is increasingly varied in terms of digital media that can be used for marketing communication activities. Various kinds of social media options can be used more optimally as a marketing communication medium.

In terms of threats, RBP's digital marketing communication strategy faces severe threats if the company cannot adapt to the development of situations and conditions. The result of various new tourist objects in Yogyakarta that are more attractive is a challenge for RBP. These new tourist attractions are heavily promoted on social media and attract young people to visit. In addition, the possibility of a re-emergence of the Covid-19 Pandemic or other natural

disasters that give rise to rules to minimize mobilization can threaten RBP. These challenges need to be seriously anticipated by RBP management in developing its digital marketing communications. The SWOT analysis of RBP's Digital Marketing Communication Strategy can be observed in the following table:

Table 2.

SWOT Analysis of RBP's Digital Marketing Communication Strategy

<p><i>Strengths</i></p> <ul style="list-style-type: none"> • The company has a precise planning, implementation, and evaluation system and a solid work team to implement it. • Social media managers have fascinating and varied content material to upload on social media, especially related to outdoor views, the atmosphere of cultural tourist destinations, and cultural performances that attract tourists. • The company has the policy to use original promotional content materials (photos and videos) that are original by the content creators, including back sounds that are not problematic in terms of copyright. • The company has a strong marketing network at home and abroad • The company is state-owned, so it has a powerful institutional position. 	<p><i>Weakness</i></p> <ul style="list-style-type: none"> • The technical competence of digital marketing communication management staff is still limited, especially in optimizing digital media promotions. • The production and distribution scheduling system has not been implemented strictly and consistently. • The quantity and quality of content production on social media still need to be improved. • Advertising activities on social media and using all social media platforms have not been developed optimally.
<p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Public interest in traveling after the covid-19 pandemic is increasing. • Conditions after the Covid-19 Pandemic are improving, so tourism is starting to revive. • There are various choices of social media that can be used as marketing communication media. 	<p><i>Threats</i></p> <ul style="list-style-type: none"> • Developing various new tourist objects that are more attractive and promoted vigorously on social media can erode market share. • There is a possibility of a re-emergence of the Covid-19 Pandemic or other natural disasters

Based on the table above, it can be seen that RBP can further optimize strengths to cover weaknesses and pay greater attention to opportunities to anticipate threats. According to Spinalle (1987), cultural tourism focuses on motivation to know and learn about a culture,

so RBP has excellent potential to attract tourists through planning relevant digital marketing communication strategies.

Observing the implementation of RBP's digital marketing communication strategy, it appears that it has fulfilled three main marketing communications principles: Audience Focus, Channel Centered, and Result Driven (Fadlik, 2012, Hasan, 2015).

Audience Focus shows the focus of RBP services on audiences with market segments of 3 service products: Ramayana Ballet, Dramatari Roro Jonggrang, and Resto Rama Shinta. The three products are designed to have specific elements that are specifically served. Kotler et al. (2020) explained that segmentation and targeting are part of traditional marketing activities, which now lead to confirmation of the customer community. It can be seen by optimizing RBP's social media, which builds customer communities on managed social media. Furthermore, the differentiation is realized through a brand classification of characters and codes. The value offered is the preservation of Indonesian arts and culture.

In the digital era, the marketing mix, which consists of the 7Ps (Product, Price, Place, Promotions, Physical Evidence, People, and Process), has undergone many shifts by accommodating more customer participation (Kotler and Armstrong in Wiguna, 2018). Product shifts to co-creation, price develops into currency, place changes to communal Activation, and promotions emphasize conversations. The principles of the elements of physical evidence, people, and process are relatively the same as before (Kotler et al., 2020). Rachmawati & Afifi (2021) also explain the shift in marketing communication strategies in various promotional tools in the digital environment.

Observing the marketing process of RBP, these various trends are also evident. Co-creation, a development strategy by creating new products whose initial ideas started with customers, can be seen in the emergence of different new service products, such as PitStop and Afternoon Tea by Resto Rama Shinta. The Currency principle, which sets prices dynamically and flexibly based on market demand and capacity usage, is also applied as price adjustments based on customer categories. Communal Activation can be seen from cooperation with third parties or company partners in promotion and ticket sales—the concept of promotions developed into Conversation. The idea of promotions that developed into conversations can be observed in optimizing the use of social media and the emergence of word of mouth both online and offline.

Regarding Channel Centered, RBP still utilizes various promotional channels in the promotion mix, such as advertising, sales promotion, personal selling, public relations (PR), word-of-mouth marketing, and direct marketing (Hasan, 2015). Conventionally, these various promotional channels are still used, such as placing advertisements, providing discounted ticket prices as a form of sales promotion, and running personal selling both online and offline, such as teleconferences for promotion. In addition, Public Relations (PR) activities are also carried out, which focus on maintaining relations with the external public, namely the company's partners. Maulana & Afifi (2021) also emphasize the importance of using digital media in implementing the roles and functions of Public Relations of various institutions and agencies with multiple orientations and goals.

Public Relations can be developed through various programs for internal and external publics. For an external public, multiple strategies were developed, such as media relations, government relations, community relations, and corporate social responsibility. Setiawan, Suparno, & Afifi (2021) explain the importance of corporate social performance in implementing corporate social responsibility.

Word of Mouth Marketing is pursued through building engagement and Conversation through social media. Direct marketing is manifested in direct communication by marketing staff to tourists or potential tourists without third-party intermediaries. It includes communicating directly with various partners, such as event organizers, wedding organizers, and tour and travel agents, through different communication media. Overall, using these various promotional channels is strengthened using digital media, as described previously.

All digital marketing communication strategies implemented are Result Driven. The Expected Result is strengthening the RBP brand as a cultural tourism object and increasing the number of visitors. Evaluation of the implementation of the marketing communication strategy is carried out annually by the management.

Conclusion

RBP's digital marketing communication strategy as a cultural tourism object in Yogyakarta starts from the planning, implementation, and evaluation process. The planning process involves determining marketing targets, marketing communication media, formulating ideas, and designing content. The selected digital media in marketing

communication activities are Facebook and Instagram. Marketing communication activities through Facebook are maximized by utilizing the group feature to disseminate the latest product information and the Facebook Ads feature to advertise. Instagram is used to reach customers and potential customers from the millennial circle by optimizing various features such as Post, Story, Reels, and Live. Whatsapp and email are also used to communicate directly with customers and potential customers.

A SWOT analysis of RBP's digital marketing communication strategy shows the strengths, weaknesses, opportunities, and threats. The company's systematic digital marketing communications planning system supports solid work teams and produces original content. In addition, the extensive national and international marketing network and stable institutional position, because it is a state-owned company, are the advantages of this company. The increasing public interest at home and abroad for travel, the reduced Covid-19 pandemic, and the availability of various digital promotional media are opportunities for this company. However, the technical competence of staff in managing digital marketing media still needs to be improved. In addition, the digital content production and distribution scheduling system has not been implemented strictly and consistently. The quantity and quality of digital media content are also still limited. In addition, this cultural tourism object has several external challenges, such as the emergence of various new tourist objects in Yogyakarta, which are more aggressively promoted through digital media, and the possibility of a re-emergence of the Covid-19 pandemic or other natural disasters.

Based on the research results, it is recommended to RBP to develop the quantity and quality of Human Resources who manage digital marketing communication media. They need to develop creativity in producing digital media content and make plans for producing and distributing digital content more strictly and consistently. In addition, digital media managers can optimize advertising activities by choosing social media that follows the target market. The management of other promotional media such as websites and youtube is also expected to be further improved. It is recommended that further researchers continue researching digital marketing communications in the world of tourism in various contexts and scales, both local, regional, national, and international. Hopefully, this paper will contribute to the literature on digital marketing communication by focusing on its implementation in the cultural tourism context.

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