

OPTIMIZATION OF HERITAGE TOURISM VILLAGE MARKETING THROUGH THE PENTAHHELIX MODEL (CASE STUDY OF TERBAN VILLAGE)



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Abstract

This research aims to analyze the marketing strategy of Terban Tourism Village in Kudus Regency using the Pentahelix model approach. The research employs a descriptive qualitative method with data collection techniques including documentation, in-depth interviews, surveys, and observations. Data analysis uses the Miles et al. model, comprising data condensation, data presentation, and conclusion drawing. The results show that Terban Tourism Village has potential as a heritage tourism destination with advantages in the Patiayam Archaeological Site, Grenjengan Waterfall, and Japanese Cave, but collaboration among Pentahelix stakeholders is not yet optimal. Analysis of the tourism marketing mix identifies strengths in unique tourist attractions and multi-channel marketing strategies, while weaknesses are found in amenities, heritage value interpretation, and minimal academic involvement. SWOT analysis places Terban Tourism Village in Quadrant I ($X=0.89$; $Y=1.02$), indicating a strategic position for implementing aggressive growth strategies. Key recommendations include developing integrated heritage tourism products, optimizing digital marketing, strengthening interpretation through collaboration with academics, revitalizing the Tourism Awareness Group (Pokdarwis), and establishing a Pentahelix coordination forum. Strategy implementation requires a clear role distribution among the five Pentahelix actors to realize Terban Tourism Village as a leading sustainable heritage tourism destination.

Keywords: Pentahelix Model, Tourism Marketing, Tourism Village, Heritage Tourism, Stakeholder Collaboration.

INTRODUCTION

Tourism is one of the sectors continuously developed in Indonesia as it has been proven to generate positive impacts. Some benefits of tourism development include creating job opportunities, improving community welfare, and increasing regional economic income (Virginio Y. L Ndjurumbaha et al., 2024). One form of tourism development is the development of villages as tourist destinations. In recent years, tourist villages have become popular destinations in several countries in Asia and Europe (Novitaningtyas et al., 2020). The existence of tourist villages provides tourism-related business opportunities for local communities and increases their income (Dewi & Meitriana, 2024).

Kudus Regency, as one of the tourism destinations in Central Java, also participates in developing tourist villages through various policies and programs initiated by the local government. Tourist villages are classified into several categories ranging from pioneering, developing, advanced, to independent villages. One tourist village with great potential but not yet fully optimized is Terban Tourism Village, located in Jekulo District, Kudus Regency, Central Java. Based on Kudus Regent's Decree No. 556/123/2020, Terban Tourism Village is designated as a developing tourist village.

This village is a unique heritage tourism destination featuring the Grenjengan Waterfall with a consistent water flow throughout the year, the Patiayam Hills complex as a habitat for diverse flora and fauna as well as the Patiayam Archaeological Site, and a Japanese Cave from World War II that enhances the historical value of the area. In addition to its natural and historical heritage, Terban Tourism Village also has cultural wealth such as the Sedekah Bumi tradition with traditional art performances that serve as a unique attraction. The integration of natural, historical, and cultural heritage makes Terban Tourism Village distinctive; however, marketing strategies through pentahelix collaboration are required for it to grow and compete (Department of Culture and Tourism of Kudus Regency, 2022).

It is also necessary to identify marketing potential, stakeholder collaboration, and the challenges faced. Marketing strategies for tourist villages can be developed by referring to the tourism marketing mix indicators (Suryaningsih et al., 2020). Attractions include unique draws such as local culture and Terban's handicrafts. Accessibility refers to ease of transportation to and within the village. Amenities cover supporting facilities such as lodging, restaurants, and souvenir shops. Ancillary services such as tour guides and information centers also enhance visitor convenience. Distribution concerns how information and travel packages are disseminated, whether directly or digitally. Promotion is carried out through social media, media partnerships, and tourism events. Lastly, pricing should be adjusted to reflect product value and tourists' purchasing power.

The pentahelix model is a collaborative approach involving five key stakeholders in tourism destination development. This model consists of the government as regulator and facilitator, academics as concept and research developers, businesses as investors and operators, communities as accelerators, and the media as catalysts (Rusmawan et al., 2023). Through this model, each stakeholder can maximize their role, utilize collaborative synergies, minimize coordination barriers, and optimize the impact of sustainable development. Furthermore, the pentahelix approach can provide solutions to problems faced in tourism village marketing and guide strategic directions for future development (Chamidah et al., 2020).

As a heritage tourism destination, Terban Tourism Village requires integrated marketing strategies through stakeholder collaboration. The pentahelix model serves as a framework to assess stakeholder collaboration in marketing and provides a comprehensive picture of marketing strategies. Destination managers can track the development of stakeholder collaboration by mapping each actor's role. This is an advantage of the model compared to other approaches. The pentahelix model consists of five stakeholder elements: (1) Government, (2) Academicians, (3) Businesses, (4) Communities, and (5) Media. This can be applied in tourist villages to examine stakeholder collaboration in marketing heritage tourism, thus providing managers with insights for formulating marketing strategies.

Previous studies have revealed several research gaps in the context of developing marketing strategies through pentahelix collaboration to realize heritage tourism. Indainanto et al. (2024) examined digital marketing strategies for tourist villages in Yogyakarta, finding that visual content and storytelling significantly influence tourist engagement, but the preservation of heritage values has not yet been specifically integrated into digital marketing strategies. Oka & Subadra (2024) studied the effectiveness of digital marketing in promoting tourist villages in Bali, with key findings on the role of user-generated content in building destination image, but without addressing the integration of heritage values into marketing content. Meanwhile, Sumarto et al. (2020) analyzed the implementation of the pentahelix model in developing tourist villages in East Java, finding that government and academia played dominant roles, while the media and businesses were not yet optimal. Chamidah et al. (2021) studied pentahelix collaboration in managing tourist villages in Central Java, identifying that synergy among pentahelix actors was still hindered by sectoral egos. The identified gap lies in the absence of an operational model on how to optimize the specific roles of each pentahelix stakeholder in the context of heritage tourism marketing.

Based on this, it is necessary to identify marketing strategies that encompass the roles and contributions of each pentahelix stakeholder, the implementation of collaboration in the tourism marketing mix, and the optimization of synergies for heritage tourism. The results of this study can serve as a guideline for stakeholders (the Kudus Regency Government, academics, businesses, local communities, and media) in formulating pentahelix-based marketing strategies with a sustainable heritage tourism approach.

LITERATURE REVIEW

Marketing Strategy

According to Philip Kotler, marketing is a fundamental strategic discipline in organizational and social development, essentially aimed at identifying and responding to human needs while aligning organizational goals with societal expectations (Kotler et al., 2022).

In the context of tourism, the marketing mix consists of seven (7) indicators: attraction, accessibility, amenities, ancillary, distribution, promotion, and price (Suryaningsih et al., 2020). The details are as follows:

1. Attraction

Attraction refers to anything that draws tourists to visit a destination, whether natural resources, cultural assets, or man-made features.

2. Accessibility

Accessibility refers to the ease with which tourists can reach and travel within a tourism destination.

3. Amenities

Amenities are all facilities and services available at a tourism destination to meet the needs and comfort of tourists during their trip.

4. Ancillary

Ancillary refers to supporting components that complement the tourism experience but are not directly related to tourism activities. Adequate and high-quality ancillary services create a safe and comfortable environment for tourists while supporting local economic development.

5. Distribution

Distribution refers to the ways in which tourism products and services are delivered and sold to tourists.

6. Promotion

Promotion refers to efforts to promote a tourism destination and attract tourists.

7. Price

Price is the component that determines the economic value of tourism products and services.

Pentahelix Collaboration

The need for collaboration in tourism development is based on the characteristics of tourism activities, which involve multiple stakeholders. According to the United Nations World Tourism Organization, tourism activities involve numerous reciprocal relationships between various actors and agents (UNWTO, 2012). Marketing strategies for tourist villages through pentahelix collaboration have become increasingly relevant in the context of sustainable tourism development. The pentahelix model involves five main actors: government, academics, community, businesses, and media.

Heritage Tourism

Heritage tourism is one type of tourism experiencing growth in several countries that possess diverse and unique cultural heritage. Heritage tourism can be defined as travel undertaken to visit historical sites, archaeological sites, heritage buildings, and places of cultural and historical value (Kurniawan et al., 2023).

Sustainable Tourism

Sustainable tourism is an increasingly important concept in today's tourism industry. It is defined as tourism that takes into account current and future economic, social, and environmental impacts while addressing the needs of tourists, the industry, the environment, and local communities (Sianturi et al., 2021).

Tourism Village

A tourism village is a model that integrates attractions, accommodation, and supporting facilities in harmony with community life, aligned with existing customs and traditions (Setyowardhani et al., 2019).

SWOT Analysis

SWOT analysis is a strategic planning technique used to help organizations or businesses, including tourism villages, identify strengths, weaknesses, opportunities, and threats related to the development and management of a tourism village (Rangkuti, 2006).

RESEARCH METHOD

This research was conducted by applying a qualitative research method with a descriptive approach. Qualitative research is a type of research in which the results are not obtained through statistical procedures or other forms of numerical calculations (Corbin & Strauss, 2015). In addition, in qualitative research, descriptive data collected are used to gain insights and answer questions about the phenomena being studied (Lim, 2024). The data collection techniques used in this study included documentation, interviews, surveys, and observation to obtain accurate and clear information.

Primary data were obtained through in-depth interviews with key informants representing the five elements of the pentahelix, namely representatives from the Department of Tourism and Culture of Kudus Regency and the Head of Terban Village (Government), lecturers from the Tourism Study Program at Muria Kudus University (Academicians), managers of Patiayam Jeep Adventure (Business), the Head of Pokdarwis Surya Patiayam of Terban Village (Community), and managers of local media (Media). Secondary data were collected through literature such as journals, books, and government reports.

This research examines marketing strategies in Terban Village using the pentahelix model, which is a synergy process among the five helices to support tourism in Terban Village. The data analysis technique in this research used the analytical model by Miles et al., namely data condensation, data display, and conclusion drawing (Miles et al., 2020). Data condensation in this research was used to select, simplify, or transform the collected data for analysis in the next stage. Data display was carried out through data analysis. The data were analyzed according to the research problem formulation. The next step was conclusion drawing. Conclusion drawing was the final stage of this research and was used to determine the final results of the study.

RESULT AND DISCUSSION

Tourism Marketing Mix Tourist Attractions

Terban Tourism Village offers a diverse range of attractions, with the Patiayam Archaeological Site as its main draw. This Archaeological Museum holds 99 collections with approximately 6,230 fragments of prehistoric animals, 3,500 of which have been identified through collaborative research between the Yogyakarta Archaeological Center and BPSMP Sangiran. The presence of million-year-old fossil collections gives Terban Village a comparative advantage that is difficult for other tourism destinations to replicate. This wealth of attractions is complemented by natural beauty such as the crystal-clear Grenjengan Waterfall, Sendang Pengilon which is believed to have special properties, and a Japanese Cave from the colonial era. This diversification of attractions reinforces the concept that ideal tourism attractions should integrate elements of nature, culture, and man-made features to create a comprehensive tourist experience (Suryaningsih et al., 2020).

Accessibility

Access to the museum is relatively good, located just 800 meters from the Kudus–Pati Highway, with significant improvements compared to previous conditions. However, to reach attractions such as Sendang Pengilon, Grenjengan Waterfall, and the Japanese Cave, visitors must traverse challenging terrain with rocky and dirt roads in forested areas. Interestingly, this accessibility challenge has been transformed into an adventure tourism

attraction through the Patiayam Jeep Adventure service. This creativity in turning limitations into opportunities reflects an adaptive approach to tourism village development. This phenomenon is in line with Alamri et al. (2023), who identified infrastructure limitations as challenges in developing sustainable tourist villages, but noted that such challenges can be managed through creative approaches. The main weakness in accessibility is the lack of clear tourist routes and adequate signposts to help visitors explore various attractions independently. This condition does not align with the ideal accessibility component according to Kurniawan et al. (2023), which emphasizes the importance of easy navigation in tourism development.

Amenities

Amenities in Terban Tourism Village are still in the development stage. Basic facilities such as public restrooms are available at the Archaeological Museum and Patiayam Adventure areas, and are reasonably clean. Simple food stalls offer local cuisine, and parking facilities are available. Accommodation remains very limited, with only one homestay available. Supporting facilities such as ATMs and health services are not yet provided, and internet connectivity remains unstable in some tourist areas. These conditions do not yet meet the ideal standards of the tourism marketing mix concept proposed by Suryaningsih et al. (2020), which emphasizes the importance of amenities to meet tourists' needs and comfort. The development of the "omah jadoel" vintage-style basecamp by Patiayam Adventure is a positive step in creating unique tourism experiences. This approach reflects the tourism marketing strategy recommended by Lumanauw (2022), emphasizing the packaging of experiences as added value for tourists.

Ancillary

Ancillary services in Terban Tourism Village are not yet optimal, particularly in providing tourism information and interpretation of the archaeological site's historical value. A tourism information center has not yet been established, and although there is a viewing post for fossil discovery sites, interpretive information explaining their historical significance remains very limited. The number of local tour guides trained to explain the heritage value of the Patiayam Archaeological Site also needs to be increased. These supporting component limitations can reduce the quality of visitors' educational experiences, consistent with Muntiyas et al. (2024), who highlighted the importance of heritage interpretation in developing archaeological-site-based tourist villages. Developing this component is crucial to maximizing the educational value of heritage visits and creating more meaningful tourist experiences.

Distribution

Distribution of Terban Village's tourism products utilizes a combination of traditional and digital channels. Word-of-mouth marketing remains an effective approach, where satisfied tourists recommend the destination to relatives and friends. The village has also developed partnerships with online booking platforms such as Pandoooin.com and collaborated with educational institutions for study tour programs. This distribution approach reflects adaptation to technological developments in tourism marketing, consistent with Oka & Subadra (2024), who highlighted the positive influence of digital marketing on sustainable tourism village promotion. Collaborations with educational institutions demonstrate targeted distribution aligned with the village's educational tourism potential.

Promotion

Promotion of Terban Tourism Village has integrated multiple media channels tailored to targeted market segments. Social media serves as the primary digital promotion channel, with Instagram and TikTok effectively reaching tourists, while Facebook is more suitable for attracting adult and family travelers. Offline promotion is maintained through brochures and printed materials, supported by promotional events such as the Cultural Carnival Festival. The Kudus Regency Tourism Office also plays an active role in promotion through its official social media accounts and website. The use of social media as the main channel supports findings by Ramadhani et al. (2021) on the effectiveness of digital platforms in enhancing tourism appeal. The challenges in promotion include budget limitations and a lack of skilled human resources in digital marketing, consistent with Indainanto et al. (2024), who identified funding constraints as obstacles in implementing digital marketing strategies for tourist villages.

Price

The pricing approach in Terban Tourism Village demonstrates value-based pricing, with Patiayam Jeep Adventure tour packages priced between IDR 550,000 and 750,000. Thematic culinary innovations, priced with integration of cultural heritage values, demonstrate an application of psychological pricing strategies that attract tourists. This approach expands the understanding of pricing strategies in heritage tourism, which are based not only on production costs but also on the cultural value offered. Nonetheless, limitations remain in price segmentation and premium product development. Terban Village has not yet optimized differential pricing based on market segments (e.g., special prices for students or international tourists) or seasonal pricing to manage peak and off-peak visits. The absence of premium products reflects limitations in vertical market expansion strategies. According to Indainanto et al. (2024), diversified pricing levels enable tourism villages to reach different market segments while optimizing revenue from premium segments. This gap indicates that Terban Village has not yet fully exploited the economic potential of its unique cultural heritage.

The Role and Collaboration of Pentahelix Actors

The government, through the Terban Village Government and the Kudus Regency Tourism Office, plays an active role in marketing Terban Tourism Village. The Village Government contributes by providing supporting regulations such as the establishment of *Pokdarwis* (Tourism Awareness Group), while the Kudus Regency Tourism Office contributes through promotional assistance, media coverage facilitation, and promoting Terban Tourism Village via its official social media accounts and the Kudus *Disbudpar* website. The government also organizes promotional events such as the Cultural Carnival Festival, which serves as a promotional platform. The government's role in marketing Terban Tourism Village aligns with the pentahelix collaboration concept proposed by Syahrial (2022), where the government acts as a regulator and facilitator in promoting tourism destinations through various programs. Nevertheless, challenges remain in the form of suboptimal inter-agency coordination, which hampers synergy in integrated marketing strategies.

The role of academics in marketing Terban Tourism Village remains very limited. Academic involvement, particularly from Universitas Muria Kudus (UMK), has been limited to initial research mapping the village's potential without formal collaboration in developing

marketing strategies. This condition does not reflect the ideal role of academics in the pentahelix collaboration for tourism marketing, as suggested by Syahrial (2022), where academics should function as analysts of marketing concepts and strategies. The limited academic role creates a gap in the development of educational content, which is a vital component in heritage tourism marketing. Research by Chamidah et al. (2021) indicates that academic involvement is necessary for developing research-based marketing strategies that are more effective and sustainable, particularly in the context of cultural heritage destination marketing.

The business sector, with Patiayam Adventure as the main actor, has demonstrated a significant role in marketing Terban Tourism Village. Patiayam Adventure applies a multi-channel marketing strategy, including online promotion through social media (Instagram, Facebook, YouTube, TikTok) and collaboration with the online booking platform Pandooin.com, as well as offline marketing through participation in tourism exhibitions and sponsorship of youth activities. Tourism product innovations such as the Patiayam Jeep Adventure package, the vintage-style “Omah Jadoel” basecamp, and thematic culinary experiences serve as unique selling propositions in their marketing strategy. Patiayam Adventure’s contribution to marketing aligns with Daroini (2023), who found that brand collaboration and product innovation positively impact consumer purchasing decisions. The adoption of value-based pricing, offering tour packages ranging from IDR 550,000 to IDR 750,000, also reflects a mature marketing approach.

The community, represented by *Pokdarwis* Surya Patiayam, plays a role in marketing Terban Tourism Village by developing tourism products based on local wisdom. The creation of thematic culinary products such as *Wedang Fossil*, *Sup Fossil*, and *Sego Lodeh Godhong Jati* is part of a product marketing strategy that emphasizes local uniqueness. Moreover, *Pokdarwis* contributes to word-of-mouth marketing, which remains effective among domestic tourists. However, the community’s role faces challenges due to the current inactivity of *Pokdarwis*, creating a gap in community-based marketing management, which is crucial for promoting village tourism destinations. This issue needs to be addressed to optimize the community’s role in an integrated marketing strategy.

Media plays a strategic role in marketing Terban Tourism Village through digital platforms such as Instagram, Facebook, YouTube, and TikTok. Media functions not only as a promotional channel but also as a medium of two-way communication with tourists. Destination visual content, visitor testimonials, and tourism product information are the focus of the content strategy. The use of social media as the primary marketing channel aligns with Oka & Subadra (2024), who identified social media as a key dimension of digital marketing in promoting village tourism. However, the effectiveness of media is hampered by limited marketing funds, a shortage of skilled human resources in digital marketing, and inconsistent content updates, which create gaps in digital marketing strategy implementation.

An analysis of pentahelix collaboration in marketing Terban Tourism Village reveals several established collaboration patterns:

1. Government Business Collaboration in Marketing

Marketing collaboration between the government and businesses is manifested in the joint development of promotional events, where the Tourism Office organizes the Cultural Carnival Festival with Patiayam Adventure as a participant. Additionally, the Tourism Office provides exposure to Patiayam Adventure’s tourism products through official

government marketing platforms. This collaboration strengthens the branding of Terban Tourism Village as a heritage tourism destination. This pattern aligns with the concept of public-private partnership in destination marketing, as described by Chamidah et al. (2021). However, the absence of a jointly developed integrated marketing plan creates risks of overlap or inconsistency in marketing messages.

2. Business Community Collaboration in Product Development and Distribution

Collaboration between Patiayam Adventure, local jeep communities, and local SMEs reflects the implementation of co-marketing and co-branding strategies in destination marketing. Patiayam Adventure promotes local culinary products as part of its tourism packages, while the community provides authentic experiences as the main selling point. This collaboration strengthens the product positioning of Terban Tourism Village as a destination offering authentic experiences. This reflects the concept of value co-creation in community-based tourism marketing. However, the inactivity of *Pokdarwis* has resulted in less structured marketing coordination between businesses and the community, impacting the consistency of the products and services marketed.

3. Government Media Collaboration in Promotion

Collaboration between the government and media is reflected in Terban Tourism Village’s digital promotion through the official social media accounts of the Tourism Office and the Kudus *Disbudpar* website. The Tourism Office also facilitates coverage by local and national media to enhance exposure. This collaboration expands marketing reach and increases the destination’s credibility. This pattern reflects the concept of integrated marketing communication in destination marketing. However, gaps remain in coordinating marketing messages between content produced by the government and content developed by businesses and local communities.

4. Collaboration Gaps with Academia in Marketing

Despite some positive collaboration patterns, the analysis highlights a significant gap in academic involvement in Terban Tourism Village’s marketing strategy. There has been no formal collaboration between academia and other pentahelix actors in developing research-based marketing strategies, market segmentation, and measuring marketing effectiveness. This gap weakens a more structured, data-driven marketing approach. Research by Indainanto et al. (2024) emphasizes the importance of academic involvement in developing integrated digital marketing systems with clear success metrics to ensure the effectiveness of tourism destination marketing strategies.

SWOT Analysis

Table 1.
IFAS Matrix (Internal Factor Analysis Summary)

No	Internal Factors	Weight	Rating	Score
<i>(Strengths)</i>				
1	Diversity of high-value tourist attractions (Patiayam Archaeological Site with 99 collection items and 6,230 fragments of prehistoric animals, natural attractions such as Grenjengan Waterfall and Pengilon Spring, Patiayam Jeep Adventure, local culinary specialties, and cultural traditions)	0,15	4	0,60

2	Effective distribution channels through collaboration with the online booking platform Pandoooin.com, cooperation with educational institutions for study tour programs, and word-of-mouth recommendations from satisfied tourists	0,10	3	0,30
3	Patiayam Adventure as the driving force of the local economy with diverse services (jeep trips, food stalls, photo spots, homestays), sustainable investment (increasing jeep fleet from 2 to 5 units), and active collaboration with local SMEs	0,12	4	0.48
4	Environmental initiatives such as “Clean Terban” (community clean-up activities), “Green Terban” reforestation program (planting more than 1,000 trees), and separate waste management at several strategic points	0,08	3	0,24
Subtotal Strength		0,45		1,62
No Internal Factors		Weight	Rating	Score
<i>(Weaknesses)</i>				
1	Accessibility challenges to main tourist attractions with difficult terrain, absence of clear tourist routes, and lack of directional signage to facilitate visitor navigation	0,12	1	0,12
2	Limited supporting facilities with only one homestay in the village, no ATMs or healthcare facilities, unstable internet connection, and poorly organized parking areas	0,10	1	0,10
3	Lack of an integrated tourist information center, limited interpretive information at viewing posts, and shortage of trained local tour guides	0,08	2	0,16
4	Limited pricing strategy with only 2 variants of Jeep tour packages without differentiation for specific segments and absence of seasonal pricing strategies	0,10	2	0,20
5	Inconsistency in social media management, limited promotional funds, lack of human resources skilled in digital marketing, and absence of specific SOPs for social media management	0,15	1	0,15
Subtotal Weaknesses		0,55		0,73
TOTAL IFAS				

Source: data analysis, 2025

Table 2.
Matriks EFAS (External Factor Analysis Summary)

No	External Factors	Weight	Rating	Score
<i>(Opportunities)</i>				
1	Policy support and assistance from the Village Government (land provision, infrastructure, regulations,	0,15	4	0,60

	budget) and Kudus District Tourism Office (HR training, promotional support, development of integrated tourism information system)			
2	Potential development of formal cooperation with universities for sustainable research, knowledge transfer, research-based tourism product development, and capacity-building programs for managers	0,12	3	0,36
3	Potential optimization of existing digital platforms (Instagram, Facebook, YouTube, TikTok), development of collaboration with mainstream media, and storytelling strategies highlighting local uniqueness	0,13	3	0,39
4	Potential development of deeper interpretation of historical and cultural values at the Archaeological Museum, revitalization of the annual “Kirab Kehidupan Masa Prasejarah” event, and integration of local cultural values into the tourism experience	0,10	4	0,40
Subtotal Opportunities		0,50		1,75
No	External Factors	Weight	Rating	Score
<i>(Threats)</i>				
1	Inactivity of <i>Pokdarwis</i> as the main tourism driving group due to operational funding issues and regeneration challenges as young people are more attracted to work in the industrial sector	0,15	1	0,15
2	Absence of regular coordination forums among stakeholders and limited mechanisms for monitoring and mitigating negative impacts of tourism on cultural heritage sites	0,10	2	0,20
3	Inequality in the distribution of tourism’s economic benefits, risk of excessive economic dependence on the tourism sector, and competition with the industrial sector in attracting young workers	0,12	1	0,12
4	Risk of environmental degradation due to litter still scattered in several tourist areas, absence of a comprehensive waste management system, and potential environmental damage from increasing tourist volume	0,13	2	0,26
Subtotal Threats		0,50		0,73
TOTAL EFAS		1,00		2,48

Source: data analysis, 2025

Based on the results of the IFAS and EFAS analysis, the strategic position of Terban Tourism Village can be determined as follows:

IFAS value (X-axis) = Total Strengths – Total Weaknesses = 1.62 – 0.73 = 0.89

EFAS value (Y-axis) = Total Opportunities – Total Threats = 1.75 – 0.73 = 1.02

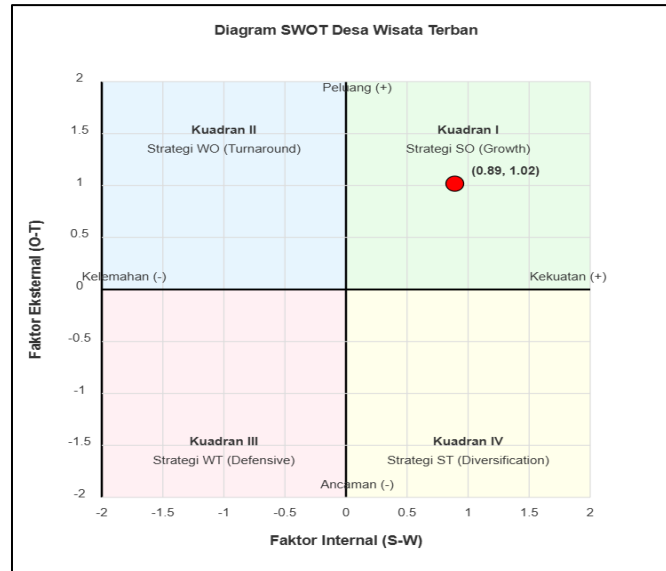


Figure 1.
SWOT Diagram of Terban Tourism Village
 Source: data analysis, 2025

The results of the SWOT analysis show that Terban Tourism Village is positioned in Quadrant I (X value = 0.89 and Y value = 1.02), which indicates a highly favorable strategic position. This position reflects that Terban Tourism Village possesses dominant internal strengths (strengths > weaknesses) and significant external opportunities (opportunities > threats). Under these conditions, the appropriate strategy is to pursue an aggressive growth policy (Growth-Oriented Strategy). The position in Quadrant I suggests that Terban Tourism Village can maximize its internal strengths, particularly the uniqueness of its heritage tourism attractions and the established Government–Business collaboration, to capitalize on external opportunities such as heritage tourism trends and government policy support. This condition creates a strategic momentum for developing the marketing of Terban Tourism Village through more optimal pentahelix collaboration.

Table 3.
SWOT Matrix

(Strengths)	(Weaknesses)
<p>S1: Diversity of high-value tourist attractions (Patiayam Archaeological Site, natural attractions, Jeep Adventure, local culinary, cultural traditions)</p> <p>S2: Collaboration with online booking platform Pandoin.com and educational institutions for study tours</p>	<p>W1: Accessibility issues to tourist sites, unclear tourist routes, lack of directional signage</p> <p>W2: Limited supporting facilities (homestays, ATMs, health facilities, internet network)</p>

	<p>S3: <i>Patiayam Adventure</i> as the driving force of the local economy with various services and collaborations with local SMEs</p> <p>S4: “Clean Terban” program, “Green Terban” reforestation initiative</p>	<p>W3: Absence of a tourist information center, limited interpretive information, lack of trained tour guides</p> <p>W4: Pricing – limited price strategy (only 2 Jeep package variants) without specific segmentation</p> <p>W5: Inconsistent social media management, limited funding and human resources with digital marketing expertise</p>
(Opportunities)	Strategy SO (Strengths-Opportunities)	Strategy WO (Weaknesses-Opportunities)
<p>O1: Policy support and assistance from Village Government and District Tourism Office</p> <p>O2: Potential for formal cooperation with universities for research and development</p> <p>O3: Potential to optimize digital platforms and media collaboration</p> <p>O4: Potential to develop interpretation of historical and cultural values</p>	<p>SO1: Develop integrated tour packages combining diverse attractions with government support (S1, O1)</p> <p>SO2: Strengthen business–academia collaboration for research-based tourism product development (S3, O2)</p> <p>SO3: Optimize promotion of diverse attractions and distribution channels through an integrated media strategy (S1, S2, O3)</p> <p>SO4: Integrate environmental sustainability programs with local cultural values as unique tourism products (S4, O4)</p>	<p>WO1: Utilize government support to improve accessibility and amenities at key tourist sites (W1, W2, O1)</p> <p>WO2: Develop tourist information centers and improve guide quality through collaboration with academia (W3, O2)</p> <p>WO3: Develop digital promotion strategies and price segmentation using academic input and media support (W4, W5, O2, O3)</p> <p>WO4: Improve the quality of interpretive information on historical and cultural values at various tourist sites (W3, O4)</p>
(Threats)	Strategy ST (Strengths - Threats)	Strategy WT (Weaknesses - Threats)
<p>T1: Inactivity of <i>Pokdarwis</i> as the main tourism driving group</p> <p>T2: Absence of regular stakeholder coordination forums</p> <p>T3: Unequal distribution of economic benefits</p>	<p>ST1: Strengthen the role of <i>Patiayam Adventure</i> in supporting <i>Pokdarwis</i> revitalization through business–community partnership schemes (S3, T1)</p> <p>ST2: Optimize existing distribution channels to expand stakeholder participation in sustainable management (S2, T2)</p> <p>ST3: Diversify tourist attractions to create more economic opportunities for under-involved communities (S1, T3)</p>	<p>WT1: Form a tourism management coordination forum as a temporary alternative to <i>Pokdarwis</i> (W3, T1, T2)</p> <p>WT2: Develop destination management SOPs covering accessibility, amenities, and promotion (W1, W2, W5, T2)</p> <p>WT3: Develop price segmentation and special tour packages to enhance economic benefit distribution (W4, T3)</p>

T4: Risk of environmental degradation	of	ST4: Strengthen and expand existing sustainability programs with tourist involvement (S4, T4)	WT4: Develop visitor management systems aligned with carrying capacity in areas with limited accessibility (W1, T4)
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Source: data analysis, 2025

SO (Strength–Opportunity) Strategies

SO strategies leverage internal strengths to take advantage of external opportunities. Key strategies include developing integrated tour packages that combine diverse attractions with government support (S1, O1). This can be implemented through the development of educational tour packages that integrate visits to the Patiayam Archaeological Site with local craft workshops, adventure–heritage packages combining Jeep Adventure with archaeological exploration, and cultural packages featuring local traditions and culinary specialties. Another priority is strengthening business–academia collaboration for research-based tourism product development (S3, O2). This can be realized through establishing joint research forums between Patiayam Adventure and local universities, internship programs for tourism and archaeology students to develop interpretation narratives of the Archaeological Site, and collaborative research on developing heritage-based tourism products. Such cooperation enables the development of tourism products based on scientific data, such as digital reconstructions of prehistoric life in the Patiayam area.

Optimizing the promotion of diverse attractions and distribution channels through an integrated media strategy (S1, S2, O3) can be achieved by developing a unified content plan for websites, social media, and the Pandooin.com booking platform; launching the “Jejak Patiayam” (Patiayam Footprints) storytelling campaign highlighting historical and cultural values across media channels; and collaborating with travel bloggers and influencers to expand market reach. Integrating environmental sustainability programs with local cultural values as unique tourism products (S4, O4) can be done through initiatives such as the “Clean Heritage Walk” that combines clean-up activities with heritage tourism, the “Green Terban” reforestation program incorporating traditional knowledge of local plants, and interpretive narratives on the relationship between local communities and their environment from prehistoric times to the present.

WO (Weakness–Opportunity) Strategies

WO strategies aim to address internal weaknesses by taking advantage of external opportunities. One such strategy is leveraging government support to improve accessibility and amenities at key tourist sites (W1, W2, O1). This includes submitting infrastructure improvement proposals to the District Tourism Office and Public Works Department, developing an integrated signage system that reflects local identity, and building rest areas with clean toilets, prayer facilities, and food courts. Another strategy is developing tourist information centers and enhancing the quality of tour guides through academic collaboration (W3, O2). This includes building an information center at a strategic location with interactive displays of the Archaeological Site, implementing certification programs for local tour guides in collaboration with universities, and creating cultural heritage interpretation modules for guides based on academic research.

Developing digital promotion strategies and price segmentation by utilizing academic input and media support (W4, W5, O2, O3) involves joint market research with academics to identify potential market segments, creating differentiated packages with varying prices

for different segments (premium packages for international tourists, budget packages for students, special packages for researchers), and digital marketing training programs for local tourism managers. Improving the quality of interpretive information on historical and cultural values at tourist sites (W3, O4) can be done through developing interpretive panels with accurate and engaging content, producing cultural heritage maps connecting various historical and cultural sites, and creating mobile applications providing in-depth interpretive information.

ST (Strength–Threat) Strategies

ST strategies use internal strengths to avoid or reduce the impact of external threats. One such strategy is strengthening the role of Patiayam Adventure in supporting the revitalization of Pokdarwis through a business–community partnership scheme (S3, T1). This can be implemented through mentoring programs by Patiayam Adventure for Pokdarwis members, developing inclusive business models involving Pokdarwis members, and training programs on tourism destination management to revitalize organizational capacity. Optimizing existing distribution channels to expand stakeholder participation in sustainable management (S2, T2) includes developing an online booking system that integrates various local service providers, creating affiliate programs enabling community members to promote and earn commissions from tourism package sales, and establishing regular stakeholder forums for evaluating and developing tourism products.

Diversifying tourism attractions to create more economic opportunities for under-involved community members (S1, T3) includes developing thematic tourism villages around Terban with distinct themes, SME development programs for producing souvenirs and local cuisine, and creating attractions based on traditional skills (such as bamboo weaving workshops or fossil-inspired batik making). Strengthening and expanding existing environmental sustainability programs with tourist participation (S4, T4) can be achieved through tree adoption programs as part of the “Green Terban” initiative and developing sustainable tourism practice guidelines for visitors.

WT (Weakness–Threat) Strategies

WT strategies aim to minimize internal weaknesses while avoiding external threats. One strategy is forming a tourism management coordination forum as a temporary alternative to Pokdarwis (W3, T1, T2). This can be realized by creating a multi-stakeholder forum with regular (monthly) meetings and capacity-building programs for members on collaborative management. Developing standard operating procedures (SOPs) for destination management covering accessibility, amenities, and promotion (W1, W2, W5, T2) involves preparing accessibility SOPs for managing tourist trails and local transportation systems, facility management SOPs with hygiene and safety standards, and consistent SOPs for promotion and marketing communication.

Another strategy is developing price segmentation and special tour packages to increase the distribution of economic benefits (W4, T3). This includes designing differentiated ticketing systems with different prices for local/international tourists, offering discounts and special promotions for specific groups (students, seniors, researchers), and creating inclusive tourism packages integrating local SMEs with fair revenue-sharing systems. Developing a visitor management system aligned with the environmental carrying capacity in areas with limited accessibility (W1, T4) can be implemented through carrying capacity studies in collaboration with academics, creating quota-based booking systems tied

to daily capacity limits, and implementing zoning systems to manage visitor flows in sensitive areas.

The implementation of these strategies requires strengthening pentahelix collaboration with clear role distribution: Government as regulator and facilitator, Academia as concept and research developer, Business as product innovator and investor, Community as local wisdom-based accelerator, and Media as promotional catalyst. With its strategic position in Quadrant I, Terban Tourism Village has the momentum to implement aggressive growth strategies supported by optimal pentahelix collaboration to realize its potential as a leading and sustainable heritage tourism destination.

CONCLUSION

Research on the pentahelix model in the marketing of Terban Tourism Village, Kudus Regency, reveals that Terban Tourism Village is in a strategically advantageous position (Quadrant I with coordinates $X=0.89$; $Y=1.02$). It possesses dominant internal strengths, particularly in the diversity of heritage tourism attractions (Patiayam Archaeological Site, Grenjengan Waterfall, Japanese Cave) and effective distribution channels, while also facing significant external opportunities such as government policy support and the potential for developing historical value interpretation.

Nevertheless, weaknesses remain in the aspects of accessibility, amenities, and ancillary services, as well as threats such as the inactivity of the Pokdarwis (Tourism Awareness Group) and risks of environmental degradation that need to be addressed. The recommended strategy is an aggressive growth-oriented strategy focusing on the development of integrated heritage tourism packages, optimization of digital marketing, strengthening of interpretation through collaboration with academics, revitalization of the Pokdarwis, and the establishment of a pentahelix coordination forum.

The implementation of this strategy requires a clear division of roles among the five pentahelix actors, where the Government acts as regulator and facilitator, Academics as research-based strategy developers, Businesses as product innovators, Communities as developers of products based on local wisdom, and Media as catalysts for promotion, in order to realize Terban Tourism Village as a sustainable heritage tourism destination.

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