

## Development strategy of Keraton Museum as the center of cultural tourism destination in Sumenep District

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**Abstract:** This study aims to develop a development strategy for the Sumenep Palace Museum as a cultural tourism destination in Sumenep Regency. The research approach uses qualitative case studies, SWOT analysis, IFAS/EFAS matrix and TOWS matrix preparation. Data collection was carried out by interviewing museum managers and local communities, as well as observing the location of the Sumenep Palace Museum. Tourism Sumenep Palace Museum has a historical building that is still maintained, but public facilities still need to be improved. People are still highly interested in the Palace Museum, and the threat is losing competitiveness with other tours, so people are bored visiting the museum. It is found that the Sumenep Palace Museum is located in quadrant 1, which is an aggressive strategy, meaning that it has the potential for development. The development strategy that can be applied is to collaborate with artists/culturalists, education institution, and young people to enliven the museum by holding art/cultural performances regularly and maximizing the role of social media with influencers in promoting Sumenep Palace Museum tourism.

**Keywords:** culture, development strategy, palace museum, tourism

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### Introduction

Keraton Sumenep is a cultural heritage of the Sumenep Kingdom and since March 9, 1965, it has functioned as a museum, so it has become one of the tourist destinations in Sumenep based on Presidential Decree of the Republic of Indonesia Number 71 of 1964 and is managed by the Tourism, Culture, Youth, and Sports Office (Abdullah & Liana, 2018). Until now, the palace museum is often visited for educational tours and is an option for religious tourism destinations. According to museum guards, visitors who came from January to May in 2023 reached 6,414 visits usually increased on holidays or national holidays (Kurniawan, 2023).

Museums are one of the tourist destinations that become the identity of a region as well as an effort in regional preservation. However, currently, museums are rarely in demand, especially by young people, because young people feel uncomfortable and think that museums only discuss the past and are boring, while young people tend to think about the present and the future (Kasim et al, 2014). The stigma formed in society that museums are quite old-fashioned, boring, and even scary (Daranca, 2023).

Research on the Sumenep Palace Museum shows the importance of developing culture-based tourism that aims to increase local tourism and attract tourists to visit the Sumenep Palace Museum. Research on the object of the Sumenep Palace Museum has been widely conducted (Saputra et al, 2022; Qomariyah & Wulandari, 2022; Sukarto & Indayana, 2020; and Soetjahja, 2020), but there has been no research that focuses on discussing more deeply the attractiveness of the Palace Museum with the development of culture-based local tourism accompanied by collaboration between stakeholders in managing the Sumenep Palace Museum. This research will make a positive contribution to tourism development at the Sumenep Palace Museum, which is

expected to improve community welfare, because Sumenep District is still the third poorest area on Madura Island and has the poorest people in East Java (Zubairi, 2023).

Some previous research discusses local culture-based tourism trends that highlight the cultural identity of a region so that it has an impact on economic growth increases love for one's own culture (Lin et al., 2022) and instills social values that become the image of a community, a description of life satisfaction and achievement (Dellisanti, 2023). However, the research concept has never been discussed specifically related to the development of culture-based tourism in the Sumenep Palace Museum.

Tourism plays an important role in the social, cultural, and economic environment and focuses on the welfare of local communities (Kanoksilapatham et al., 2023). Therefore, based on this statement, the development of local cultural tourism will increase tourist attractiveness and a satisfying travel experience, so that it will have an impact on the welfare of local communities due to economic improvement and cultural preservation for future generations. Research conducted by Poerwati et al (2023) discusses the cultural tourism development strategy of the Palace Museum, but the author will fill the research void by discussing effective promotional strategies to attract more tourists to the Sumenep Palace Museum.

The existence of novelty related to a more effective cultural tourism promotion strategy will attract many tourists, especially local tourists or local people, especially young people to visit the Sumenep Palace Museum. This must be done because cultural tourism featuring historical sites is declining in popularity (Kanoksilapatham et al., 2023). So attracting visitors will have an impact on increasing regional income because, in addition to fostering a sense of love for cultural heritage, tourism can have an impact on community welfare by reducing poverty, improving the quality of human resources, and increasing local economic growth (Bekun et al., 2023).

It should be noted that tourism development in an area will have a negative impact. One of them is the entry of foreign cultures that are not in harmony with the perspective of the community, so that there is resistance from the community to the entry of tourists if they do not apply values that are in accordance with local culture and will injure the norms that have been applied, due to cultural clashes from outside (Eyisi et al., 2023). This will hinder the tourism development process at the Sumenep Palace Museum which is feared if the cultural site is damaged and there is a deviation of cultural values due to irresponsible tourists.

The Sumenep Palace Museum tourist destination has excellent potential for tourists who love history and culture. However, this research does not only focus on the internal part of the museum but instead formulates an attractive development strategy for visitors to the Palace Museum. This research was reviewed based on Cooper's theory (Wiweka et al., 2019a) which explains four important components in tourism known as 4A, that is attraction, amenities, accessibility, and ancillary. Based on this theory, the Sumenep Palace Museum can increase its popularity if it fulfills all components, but it also needs to be studied whether the four components are suitable for implementation or even have to add other components.

Tourism is an industry that is considered important in driving economic progress because its impact will extend to national development such as increasing service quality, government revenue, human resources, and massive infrastructure development (Khurana & Ataniyazova, 2024). So the development of culture-based tourism in the Sumenep Palace Museum will have a significant impact, especially on economic growth for the community, mobilize local culturists or historians to introduce the Sumenep Culture to the public, so that it can become one of the attractions that attract tourists. So based on this background, this research aims to develop local culture-based tourism in the Sumenep Palace Museum.

### *Cultural Tourism Development*

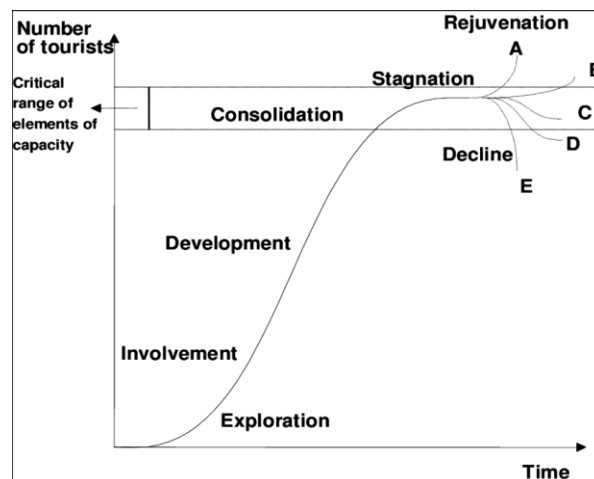
The WTO explains the definition of tourism, which is an activity outside the home for a certain period to a place that has never been and or rarely visited (Cooper & Hall, 2007). Tourism began to be developed since the second world war which aims to improve the economy through the tourism industry. Tourism is increasingly popular because at that time there was an offer of overseas travel with the main mobility of cultural, natural, shopping, and entertainment tourism (Girard & Nijkamp, 2009). Tourism itself serves to protect and spread cultural heritage, this can

create a harmonious relationship between tourism and cultural preservation so that it can be used as one of the efforts to develop quality tourism based on the needs of the traveling experience (Chang & Zhang, 2024).

The tourism industry is proliferating as more and more tourists come to an area that is considered unique and provides a pleasant experience. However, local tourism needs further development because a sustainable cultural tourism development program will increase the mobility of tourists to enter an area, so it is necessary to manage resources appropriately to maintain aesthetics, biodiversity, and ecology to realize the cultural integrity of an area (Welford et al., 1999).

Therefore, tourism development should also focus on the local community, because local cultural heritage is considered as the creativity of the community. In addition, efforts to attract inbound tourists do not only depend on cultural heritage attributes, but resources, services, facilities, and elements that are material and immaterial. It is intended that cultural tourism can be managed optimally and mutually beneficial to all parties (Girard & Nijkamp, 2009) such as providing benefits in the social, economic, and natural fields so that the benefits can continue to be felt by the next generation (Welford et al., 1999).

Tourism development is discussed in the TALC (tourism area live cycle) theory developed by Butler (1980) explaining that tourism in its evolution goes through six processes, namely exploration related to interest, interaction, and intensity of visitor arrivals to tourist sites; involvement or involvement is a phase of increasing the number of tourists, along with improving social life, as well as community involvement in doing business; development is characterized by a rapid increase in the number of tourists exceeding the number of residents, increasing services, facilities and accessibility; consolidation is characterized by very high tourist density but declining growth, the economy focuses only on tourism, and there is some damage to tourist attractions; stagnation is characterized by no economic growth, no progress either the number of tourists does not increase and may decrease, so there are two possibilities, namely there will be a decline with the loss of tourists and rejuvenation or rejuvenation of tourist sites to attract more tourists (Ly, 2018).



(Source: An application of Butler's (1980) Tourist Area Cycle to Saly (Senegal), 2018)

**Figure 1.** Tourism area life cycle

The theory of tourism area life cycle is a guideline for compiling tourism development strategies based on market demand and supply for tourism so that tourism development indicators are based on the number of tourist arrivals and the amount of income. Thus, if tourism stagnates, it is considered a failure. Therefore, tourism development aims to prevent decline and rejuvenation to increase the number of tourists and revenue (Baum, 1998).

## Attraction

Tourist attractions that can provide a satisfying experience for tourists must fulfill four main components, namely attraction, accessibility, amenities, and ancillary. However, based on the development of the theory, the four components can be added or reduced according to the conditions and needs of the tourist attractions themselves (Ismail & Rohman, 2019). ). The needs following the Palace Museum to be used as a development strategy require 6A with additional activities and available packages (Wiweka et al., 2019). Based on the theory developed. The following is an explanation of the 4A which is the basis of research:

Attraction is a component that is considered the most important in tourism because alternatives to the existence of attraction can be a reason or motivation for someone to travel to get a pleasant experience and enjoy a beautiful object (Richards, 2002). According to Gunn (1988), an attraction is a magnet that is not only based on the interest of tourists but also determines the quality of a tour and the development and management of the tourist attraction. In contrast to Leiper's opinion, attractiveness is the desire of tourists to visit to get the travel experience needed (Richards, 2002).

Castro et al. (2017) argue that accessibility plays a very important role in tourist travel because it facilitates travel planning, and ease of getting information about activities, entertainment venues, attractions, restaurants, and accommodation (Dumitraşcu et al., 2023). In addition, accessibility is important too in developing the potential of public welfare, improving the quality and facilities of tourist attractions, services, and products, and reaching new tourist market segments (Porto et al., 2018). The benefits of accessibility can provide comfort and safety for tourists, especially for people with disabilities, who can use public facilities or go traveling safely without the need to make adaptations (Gillovic & McIntosh, 2020).

Amenities play an important role in tourism development because they can be one of the attractions where tourists tend to like locations with complete facilities, where these facilities are comparable to the price they spend enjoying facilities at home. Examples of facilities in tourism objects are toilets, parking lots, seats, elevators, escalators, and others. In addition, children can be a determinant of a tourist attraction visited by many people because visitors will come with family groups, so it can be a belief that the tourist attraction has child-friendly facilities and parents can relax and enjoy entertainment together with the family (Siwek et al., 2022).

Ancillary is an additional facility offered outside the main facilities or extra products, so if you want to get the products, you can pay more according to the needs of tourists (Aminudin et al., 2018). Additional facilities in tourism are related to infrastructure or development at tourist sites such as hotels, supermarkets, restaurants (Mandic et al., 2018), and resting places and accessible locations for bicycle users (Wilco et al., 2024). Then can conclude that an ancillary is a supporting facility around the tourism object that can meet the needs of tourists.

Activities are activities or activities of tourists while in tourist attractions, where tourists participate in interacting directly with the community and doing fun activities according to the type of tourism, such as hiking activities on nature tourism, watching arts and cultural performances, and others (Baral & Rijal, 2022). Activities in creative tourism are activities to manage tourism together so that the community and tourists actively participate in enlivening the activities offered by tourism objects so that tourists not only passively enjoy attraction but also participate in these tourism activities (Duxbury et al., 2021).

The available tour packages help tourists include itineraries, lodging, restaurants, transportation, and tourist entrance tickets (Thirachaya Chaigasem & Leruksa Student, 2020). Tour packages tend to be chosen by tourists because they can travel safely and comfortably in a short time, and some travel has a low price, then tourists can enjoy their trip according to the package chosen. The activities offered in tour packages are usually related to tourist attraction attractions, where the choice of packages is tailored to the demands and needs of tourists (Liao & Chuang, 2020).

## Methodology

This research uses qualitative research methods that explore specific themes or issues and gain information about new perspectives, challenges, potential, and development strategies related to cultural tourism at the Sumenep Palace Museum. Thematic analysis can also provide informative insights into the development of cultural tourism in attracting local tourists. According to Creswell (2009), qualitative research is to find out how a person thinks inductively to draw conclusions based on new facts and focus on a person's perspective in understanding a problem (Creswell, 2009).

Data collection by conducting in-depth interviews with 2 museum guards and 11 residents of Sumenep Regency who have visited the Sumenep Palace Museum, observing visitor activities and museum locations, and analyzing related documents to understand patterns, challenges, and potential regarding the development of cultural tourism in the Sumenep Palace Museum. Data analysis using SWOT analysis aims to develop a development strategy. According to Rangkuti (2014), SWOT analysis serves to determine long-term strategies, so the steps taken are analyzing internal and external factors, analysis to determine alternative strategies that can be applied, and strategic decision-making (Rangkuti, 2014). Therefore, the SWOT analysis in this study is discussed descriptively, compiling the IFAS/EFAS matrix, and compiling the TOWS matrix.

## Results and Discussions

### *Sumenep Palace Museum Profile*

The museum in Sumenep Regency is located inside the Palace which was once the center of government during the royal period. The Palace was built by Raden Mohammad Saod or Tumenggung Ario Tirtonegoro with his son Panembahan Somala Asirudin Pakunataningrat and Sri Sultan Abdurrahman Pakunataningrat. The Palace was built from 1778 to 1780 with a combination of Islamic, European, Chinese, and Javanese architectural styles by a Chinese architect named Lauw Piango. The Palace not only functioned as the royal family residence and the center of government but also became the center of the development and spread of Islam in the Madura region.

After the head of the region became a regent, the palace museum ever used as the office and official residence of the Sumenep regent at the time, so it was closed to the public, and only certain circles could enter the palace. But on March 9, 1965, the palace was converted into a museum to preserve the cultural heritage, history, and royal relics of weapons, jewelry, cooking tools, king's clothes, and others. The existence of the museum is a proposal from Drs. Abdurrachman as the Sumenep Regent wants to continue to preserve the culture and history of Sumenep and finally the palace museum is open to the public as a cultural tourist destination in Sumenep District.

Based on the tour guide's information, the Sumenep Museum is the only museum located in the palace area. So the attraction is the palace building that still stands firmly and the objects of royal heritage. The palace museum itself is divided into two areas, namely Museum I, which includes a carriage because it was previously a garage and currently also a giant Qur'an written by Sultan Abdurrahman, museum II which contains displays of royal relics such as war equipment, king and queen clothes, kitchen utensils, and rooms such as the king's office, the king's bedroom and a place of meditation. Based on observation, the palace museum currently operates everyday with a fee of Rp.10,000 for adults and Rp.5000 for children and payment using QRIS. In addition, another spatial change is the location of the entrance to Museum II through Labang Mesem there is a renewal of the garden in front of the museum and the sare garden, and there is a theater location for cultural performances.

### *Factors In The Lack Of Tourist Visits To The Sumenep Palace Museum*

Based on an interview with the palace museum management, local people rarely visit the museum because they feel bored and feel no need to visit because they are already in the same area, so there is no urgency to visit the palace museum. Based on research conducted by Mokhtar & Kasim (2011) regarding the reasons for the lack of visits to museums, namely the absence of

priority to the museum, so there tends to be no time to go to the museum, the lack of information or promotion from the museum management and the entrance price which is quite expensive for some people. Likewise, the opinions of several interviewees were that there is no time and opportunity to visit the museum due to other priority activities such as work and school, so there is no motivation to go to the museum.

Also, some interviewees felt that the palace museum seemed to be only for officials and not open to the public, so some people thought that they could not visit the museum because the gates were often closed. This needs further socialization from the museum management to the surrounding community to inform the opening schedule, the location of ticket purchases, and the entrance to the palace museum. The price of the palace museum for adults is set at ten thousand rupiahs, but the informant said that the price was relatively high and should be adjusted to the cost of students or students.

One of the factors that causes tourist attractions to be deserted is the COVID-19 pandemic, where all tourist attractions must be closed. The museum manager said that due to the COVID-19 pandemic, the palace museum was empty of visitors, even until now. Usually, the museum receives a group of tourists from out of town every day, as many as five buses. However, at this time, there are not necessarily tourists who come daily, and the group that comes is only three buses.

## SWOT ANALYSIS

### 1. Strength

The strength of the Sumenep Palace Museum, based on its attractiveness component, is the relics of the Sumenep Kingdom that are still maintained today, both in the form of buildings and relics used during the royal period. The strength of the attractiveness of this palace building is its architectural style, which combines Islamic, Javanese, Chinese, and European styles with a combination of yellow and green colors that can be seen at the entrance to the museum, namely Labang Mesem. There is a bathing place for the palace princesses called Taman Sare, where there are three entrances to the pool, and there is a myth that if you wash your face in the pool, it will be easy to get a mate, career, offspring, and others. In addition, there are royal relics, such as war equipment, clothing, tableware, and other relics. The icons of the Sumenep Palace Museum are the chariot and the giant Qur'an handwritten by Sultan Abdurrahman.

Accessibility owned by the Sumenep Palace Museum is the ease of reaching the location because it is in the middle of the city and strategic, making it easier for visitors to come to the Sumenep Palace Museum either by group bus or by using an online motorcycle taxi.

Amenities at the Sumenep Palace Museum start from a large parking lot that can accommodate many vehicles and large vehicles, and there is a pavilion that often functions as a meeting place for regents and regional officials. The Palace Museum has been revitalized by adding public facilities to provide comfort for visitors, such as toilets, prayer rooms, and parks with a place to relax visitors located in front of the Palace Museum and pool, theater stands that function for cultural performances and are often used as a place to eat with the Regent and guests and tour guides who escort and explain knowledge about the museum of the palace Sumenep.

Ancillary facilities in the Keraton Museum, such as the Great Mosque of Sumenep and the square, also have MSMEs, making it easier to find food with a diverse menu and affordable prices. In addition, there is a Public Service Mall and a hotel for overnight stays. There is even a badminton GOR area and a tennis court.

The Sumenep Palace Museum activities are held on the anniversary of the Sumenep Regency, Independence Day, and Islamic holidays. Namely cultural performances such as moang sangkal dance performances aimed at removing lousy luck or bad luck, agate exhibitions, bonsai peruse, carving and dagger art, and at certain times washing kris or sacred objects. According to the museum manager, every day, there are klonengan performances or musical instrument games such as drums, kenong, bonang, and others played by elementary school children.



## 2. Weakness

The weakness of the displayed attraction is the lack of explanation about the diorama on display, not just an explanation of the name of the object, but it needs to be explained related to the history of the use of the object. According to interviews with visitors, only a few dioramas are displayed, so some places are still empty, and some objects are damaged due to old age. Some areas are closed to the public, such as the king and queen's rooms; however, this is a policy of the Sumenep Government to maintain authenticity and avoid damage due to visitor activity.

However, accessibility to the palace museum is still lacking because no public transportation is available. Existing public transportation, such as angkot, only reaches areas that many people, such as markets, visit, so tourists cannot go directly to the palace museum. Although in some locations, such as terminals, there is public transportation in the form of becak and a taxi bike, the problem is that the prices offered are pretty expensive compared to a taxi bike online. But the use of Gojek or Grab in Sumenep is not massive. Therefore, several companies have opened online drivers local that can be ordered via WhatsApp, but they still need further promotion to encourage tourists to order online drivers and upgrades using the application.

The lack of amenities will affect the comfort of visitors, and the facilities offered by the palace museum have weaknesses; based on observations, the toilet looks quite dark and dirty, and some drains are clogged, so it is less comfortable when using the toilet. In addition, the palace museum room is quite stuffy because there is no fan or air conditioner (AC), so it feels pretty hot.

Cultural performances are less intense, so they are only held at certain times, such as the Sumenep district anniversary, Independence Day, Islamic holidays, etc. Some cultural performances are held outside the palace museum. According to the interviewees, the arts community receives unsatisfactory service from the museum guards, and the public is not well informed about the schedule of cultural performances, so only some of them know about them. Some cultural performances with the Regent are only private.

## 3. Opportunities

Based on interviews with several sources, the Sumenep Palace Museum has the opportunity to become a leading tourist attraction in the field of culture and history to date. In addition, sources also said that people still have a high interest and enthusiasm for visiting the palace museum, not only traveling but also learning about the culture and history of Sumenep Regency, as well as being a means of education for children. The foremost opportunity is the location of the palace museum, which is the only museum in East Java that is in the palace environment, according to the museum manager.

## 4. Threats

The threat of the Sumenep Palace Museum attraction is due to losing competitiveness with other more attractive tours to the public; more and more new aesthetic attractions have sprung up, and people are getting bored traveling to the Sumenep Palace Museum.

## EFAS/IFAS

Before determining the development strategy of the Sumenep Palace Museum, it is necessary to analyze external and internal strategic factors. Before the plan is implemented, it is essential to carry out strategic planning so that conducting external analysis aims to determine the possible opportunities and threats that strategic issues may affect in the future (Rangkuti, 2014).

**Table 1.** Students' response to thk teaching methods in teaching BIPA

No.	External Strategy Factor	Weight	Rating	Weight x Rating	Comments
1	Opportunities				
	The palace museum is still a leading cultural tourism in Sumenep.	0.20	4.0	0.8	

People are intensely interested in cultural tourism at the Sumenep Palace Museum	0.15	4.0	0.6
The only museum in the palace are in all of East Java	0.10	4.0	0.4
Total			1.8
<b>2 Threats</b>			
Losing competitiveness with other tourism	0.15	3.0	0.45
The existence of a new, contemporary tourist attraction	0.20	2.0	0.40
People are getting bored of traveling to the Palace Museum	0.20	2.0	0.40
Total			1.25
Total	1.0		3.05

(Source: Processed data, 2024)

**Table 1.** Matriks IFAS

No.	External Strategy Factor	Weight	Rating	Weight x Rating	Comments
<b>1 Strength</b>					
	The palace museum building combines Islamic, Javanese, European, and Chinese architectural styles	0.1	4.0	0.4	
	Well-preserved royal heritage objects	0.1	4.0	0,4	
	The palace museum is considered a means of cultural education and the history of the spread of Islam	0.05	3.0	0.15	
	Iconic items in the form of a chariot and a giant Qur'an	0.1	3.0	0.3	
	Located in the city center, so access is effortless	0.05	3.0	0.15	
	Many supporting facilities in the neighborhood around the Palace Museum	0.05	3.0	0.15	
	Art and cultural performances at certain times	0.05	4.0	0.2	
	Total			1.75	
<b>2 Weakness</b>					
	There are not many dioramas or objects on display	0.05	3.0	0.15	
	There is no detailed explanation related to the relics that are being displayed	0.1	2.0	0.2	
	Some relics look damaged because they are worn out and aged	0.1	2.0	0.2	
	Lack of public transportation to the location of the palace museum	0.05	3.0	0.15	
	The palace museum's public facilities need to be improved, such as dirty and dark-looking toilets and museum rooms that feel stuffy and hot	0.05	2.0	0.1	
	Museum entrance prices are considered quite expensive	0.05	3.0	0.15	



Lack of collaboration between the tourism office and young people	0.1	3.0	0.3
Total			1.25
Total	1.0		3.0

(Source: Processed data, 2024)

The resulting total opportunity score is 1.8 higher than the threat score of 1.25. The total strength score is 1.75, which is higher than the weakness of 1.25. So, the cultural and historical tourism of the Sumenep Palace Museum has the potential for development.

Based on the highest score on the strength component, namely (0.4), the palace museum building factor is a blend of Islamic, Javanese, European, and Chinese architectural styles, as well as the factor of well-maintained royal relics. This is why the Sumenep Palace Museum still leads cultural tourism in Sumenep, with the highest score of 0.8. The biggest weakness (0.3) is the need for more collaboration between the tourism office and young people to attract interest in cultural heritage. It is predicted that a young person full of creativity will threaten the museum because it loses competitiveness with other tours that are more attractive to young people or the community (score = 0.45).

### TOWS

TOWS matrix can clearly describe the external opportunities and threats faced, then can be adjusted to the strengths and weaknesses possessed (Rangkuti, 2014) by the Sumenep Palace Museum. This TOWS matrix is obtained by combining all external and internal factors to formulate it into SO, WO, ST, and WT.

**Table 2.** Matriks TOWS

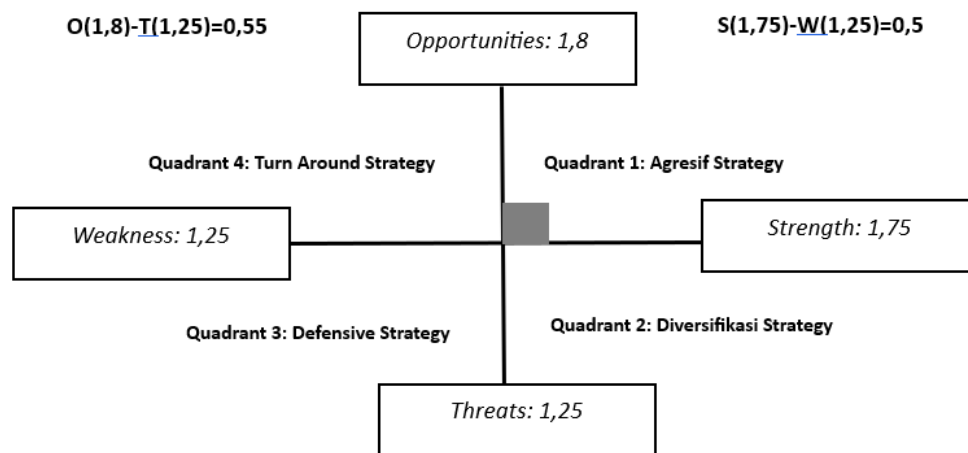
IFAS	STRENGTHS (S)	WEAKNESSES (W)
EFAS	1. The palace museum building combines Islamic, Javanese, European, and Chinese architectural styles	1. There are not many dioramas or objects on display
	2. Well-preserved royal heritage objects	2. There is no detailed explanation related to the relics that are being displayed
	3. The palace museum is considered a means of cultural education and the history of the spread of Islam	3. Some relics look damaged because they are worn out and aged
	4. Iconic items in the form of a chariot and a giant Qur'an	4. Lack of public transportation to the location of the palace museum
	5. Located in the city center, so Many supporting facilities in the neighborhood around the Palace Museum	5. The palace museum's public facilities need to be improved, such as dirty and dark-looking toilets and museum rooms that feel stuffy and hot
	6. Art and cultural performances at certain times	6. Museum entrance prices are considered quite expensive
OPPORTUNITIES (O)	SO	WO
1. The palace museum is still a leading cultural tourism in Sumenep	1. Collaborate between the tourism office and Sumenep artists/culturalists	1. Provide discounted museum admission prices for students
2. People are intensely interested in cultural tourism at the Sumenep Palace Museum	2. Organize regular art/cultural performances on weekdays, both free and paid	2. Invite young people to participate in managing the museum by maximizing the

3. The only museum in the palace are in all of East Java		role of social media as a promotional medium	3. Inviting influencers to do a travel vlog at the palace museum
TREATHS (T)	ST	WT	
1. Losing competitiveness with other tourism	1. Work with youth communities focusing on art/culture to create events to enliven the museum	1. Revitalize the museum with a more aesthetic appearance that is popular with the public	
2. The existence of a new, contemporary tourist attraction	2. Work with travel agencies to include the palace museum in the tour itinerary.	2. Create a trend of going on trips to the Palace museum	
3. People are getting bored of traveling to the Palace Museum	3. Cooperate with the education department to conduct a routine agenda for students to learn history at the palace museum.	3. Organizing competitions in the field of art and the results of their work are used as exhibitions in the palace museum that the general public can access	

(Source: Processed data, 2024)

Analysis of the TOWS matrix obtained results, SO strategies (strength-opportunities) to collaborate between the tourism office and artists or cultural artists Sumenep, so that art and cultural performances can be held regularly on weekdays for the general public, free and paid. ST strategy (strength-threats) involves young people holding performances or activities to enliven the Sumenep Palace Museum and can work with travel agencies to add the Sumenep Palace Museum to the tourism package itinerary. WO (weakness-opportunities) strategy invites young people to participate in museum management actively, provides discounted entrance tickets for students, and promotes by inviting influencers to do a vlog tour of the Sumenep Palace Museum. The WT (weakness-threats) strategy revitalizes the museum to make it look more beautiful and aesthetic, making cultural tourism trends available to the museum and holding competitions in the arts, which are then exhibited at the Sumenep Palace Museum.

### Tourism Area Life Cycle Museum Keraton Sumenep

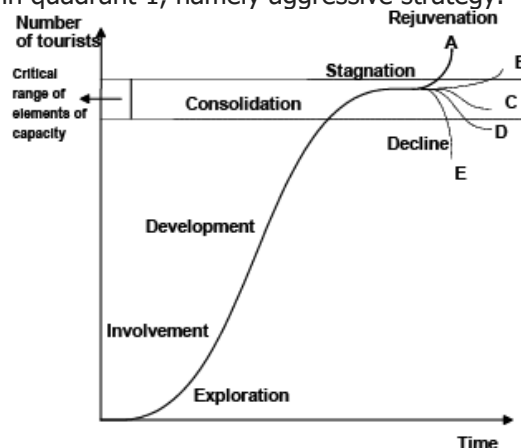


(Source: Processed data, 2024)

**Figure 2.** Cartesian diagram of The Sumenep Palace Museum development strategy

Based on the results of the IFAS and EFAS calculations arranged in the form of a cartesian diagram, it is found that opportunities (1.8) minus the score of threats (01.25) obtained a result of 0.55 and strengths (1.75) minus weaknesses (1.25) received a result of 0.5. So, based on the

location of the cartesian diagram coordinates (OT: 0.55) and (SW: 0.5), the position of the Sumenep Palace Museum is in quadrant 1, namely aggressive strategy.



(Source: An application of Butler's (1980) Tourist Area Cycle to Saly (Senegal), 2018)

**Figure 3.** Tourism area life cycle rejuvenation

This means that the Sumenep Palace Museum, as a cultural tourism destination center, has the potential to be developed. This answers Butler's theory (1980) about the tourism area life cycle that the Sumenep Palace Museum, which is in a stagnant position, has the potential for rejuvenation or sustainable development to attract more tourists to the Sumenep Palace Museum. So, based on this diagram, the Sumenep Palace Museum goes up to the rejuvenation phase.

## Conclusions

The attraction of the Sumenep Palace Museum lies in the palace building, a historical relic with a blend of Islamic, Javanese, European, and Chinese architectural styles. Until now, it has become a leading cultural tourism center in Sumenep Regency because there are items of relics of the Sumenep Duchy that are still awake and well maintained. In addition, the museum in Sumenep Regency is the only museum located in the palace, so the attraction is the room or place that once functioned by the royal family.

The strength of the Sumenep Palace Museum lies in the building and historical relics of the Sumenep Duchy. The location of palace museum itself is located in the middle of the city, so it is easy to access tourists. It has been equipped with facilities inside. Many supporting facilities are scattered in the Sumenep Palace Museum area, making it easier for tourists to move comfortably. The weaknesses of the palace museum are that there are not many dioramas on display, and some museum rooms are closed to the public; there is a lack of public transportation access to the location, facilities that need to be repaired so that they can be used comfortably and the lack of cultural performance activities to enliven the palace museum. Nevertheless, the opportunity that the Palace Museum can take is to be the only cultural heritage site and still be a leading tour because people still have high enthusiasm for traveling to the Sumenep Palace Museum. However, the Palace Museum has several threats that can cause a lack of visitors, including losing competitiveness with other attractions, the increasing number of new attractions that are more contemporary, and people getting bored making repeated visits to the Sumenep Palace Museum.

Based on the results of the analysis of development strategies that can be applied at the Sumenep Palace Museum, namely increasing the attractiveness of the palace museum by adding attractions and holding cultural performance activities so that people are interested in coming, it is necessary to revitalize the museum to make it more beautiful, contemporary and improve public facilities so that visitors can travel safely and comfortably. Promoting cultural tourism trends in the museum by maximizing the role of social media with influencers and holding competitions in the arts, which then the results of their work can be exhibited to the public at the Sumenep Palace Museum.

The research conducted has limitations regarding the depth of study and the results obtained, so future research is expected to examine more deeply with more sources and examine other aspects such as the impact on the welfare and economy of the community, community involvement, and stakeholders in cultural tourism development and develop a sustainable development strategy at the Sumenep Palace Museum.

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