

Development of Destination Branding with Unique Selling Proposition Approach: A Case Study at Kampung Adat Ratenggaro, NTT

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Abstract

This study explores on the development of destination branding for Kampung Adat Ratenggaro, a traditional village in East Nusa Tenggara, Indonesia, using the Unique Selling Proposition (USP) approach. The research aims to identify and leverage the village's cultural and natural assets to create a compelling brand identity. The scope includes an analysis of current tourism conditions, strategic opportunities, and the formulation of branding strategies tailored to highlight destination uniqueness. A qualitative approach was employed, incorporating SOAR analysis using Internal & External Factor Analysis Summary to prioritize strategic initiatives and mapping strengths, weaknesses, opportunities, and aspirations. Key findings reveal that Kampung Adat Ratenggaro holds significant potential as a cultural tourism destination, supported by its architectural heritage, traditional weaving, and vibrant ceremonies. The proposed branding concept, "Harmony of Tana Uma Tau," emphasizes the harmonious relationship between nature, culture, and people. This approach strengthens market positioning, enhances competitiveness, and promotes sustainable tourism development. The study concludes that a USP-driven branding strategy, combined with stakeholder collaboration, can effectively increase tourism appeal and community engagement. Recommendations include the implementation of digital marketing campaigns, infrastructure development to improve visitor experience, and capacity-building programs for local stakeholders. These efforts aim to establish Kampung Adat Ratenggaro as a leading cultural tourism destination, contributing to Indonesia's broader cultural tourism agenda.

Keywords: Kampung Adat Ratenggaro, Destination Branding, Unique Selling Proposition, SOAR Analysis

A. INTRODUCTION

The Indonesian tourism industry has been identified as a key component of the nation's development strategy, with the government designating it as the second-largest foreign exchange earner. Since 2016, the Indonesian tourism sector has been a priority area for government intervention (Mayasari & Rahardjo, 2018). Cultural tourism is of particular significance in this context, given its role in presenting the nation's culture while concurrently promoting social and economic growth, and fostering mutual understanding between diverse cultural groups (Hasyim et al., 2019; Heriyanto et al., 2021; Lestari & Yusra, 2022). The nation's allure as a tourist destination is attributed to its scenic beauty, rich historical heritage and vibrant cultural scene, which has led to its emergence as a popular destination, particularly for those seeking experiential travel (Elfiondri et al., 2019; Wibawa & Susanto, 2020).

A salient example of this phenomenon is Kampung Adat Ratenggaro, a traditional village in East Nusa Tenggara (NTT), which is distinguished by its unique Sumba architecture, 4,500-year-old megalithic tombs, and vibrant Marapu rituals, the village offers an authentic and immersive cultural experience. However, despite its unique potential, Kampung Adat Ratenggaro faces challenges in fully realizing its tourism development. These include its nascent stage of tourism infrastructure, limited stakeholder

coordination, and ineffective marketing strategies. Addressing these issues is crucial to bridging the gap between the village's current state and its potential as a prominent cultural tourism destination. By bridging the gap between the current state of Kampung Adat Ratenggaro and the desired tourism outcomes, this study aims to contribute to the sustainable development of cultural tourism in the region and support the national tourism strategy (Andung et al., 2023; Suarja et al., 2021; Trisakti & Alifahmi, 2018).

As interest in cultural tourism grows, a vast body of research has emerged to investigate effective branding strategies that leverage cultural heritage, unique traditions, and local identity to create distinctive and competitive destination images. Nevertheless, in spite of the mounting significance of cultural heritage in relation to tourism, there remain considerable discrepancies between the research and practice, especially with regard to the incorporation of preservation strategies into tourism development and marketing initiatives (Marimin, 2016). The integration of the 6A framework into the destination branding strategy for Kampung Adat Ratenggaro facilitates a holistic approach to the presentation of its unique cultural heritage. The development of a robust USP that accentuates the village's authenticity, cultural richness and immersive experiences has the potential to distinguish it as a premier cultural tourism destination. Prior studies highlight how local traditions enrich tourist experiences and argue that branding should reflect community identity, emphasizing that integrating community participation into destination branding enhances cultural preservation and tourism sustainability (Elfiondri et al., 2019; Kavaratzis and Hatch, 2013). By aligning branding efforts with the dynamics of tourism and community-driven initiatives, Kampung Adat Ratenggaro can achieve sustainable growth while preserving its cultural identity.

Previous studies on cultural tourism branding have mostly focused on general promotional strategies or isolated elements such as visitor perceptions and cultural commodification (e.g., Wang et al., 2019; Elfiondri et al., 2019). While these works provide valuable insights into branding practices, few have examined the strategic integration of the Unique Selling Proposition (USP) with holistic tourism frameworks such as 6A and strength-based analyses like SOAR. Furthermore, most existing literature does not critically assess the branding of remote or underdeveloped cultural destinations with strong community involvement. This gap highlights the need for a more integrated and context-sensitive approach, which this study addresses through a mixed-method analysis of Kampung Adat Ratenggaro. The present study sought to ascertain the correlation between cultural tourism, cultural identity and local communities. A particular focus was placed on the manner in which these interrelations could contribute to the enhancement of the cultural identity of the destination. However, a clearer articulation of how this study advances both theoretical understanding and practical branding strategies remains essential. Thus, the present study not only bridges empirical gaps but also presents a novel contribution to destination branding literature through its integrative methodological framework. Specifically, this contribution lies in the innovative integration of SOAR analysis with the 6A tourism framework an approach rarely applied in cultural tourism research. Compared to existing literature that often relies solely on SWOT or stakeholder theory, this research highlights a strength-based, opportunity-driven model combined with comprehensive tourism elements.

This synthesis offers a fresh perspective in advancing sustainable destination branding strategies rooted in cultural identity. This study aims to identify the unique cultural and natural elements of Kampung Adat Ratenggaro and leverage them using the Unique Selling Proposition (USP) approach. Through comprehensive analysis, the research seeks to devise strategies for destination branding that highlight the village's authenticity and uniqueness. Specifically, the study focuses on: (1) assessing the current tourism conditions using the 6A framework, (2) formulating USP-based marketing strategies, and (3) developing a cohesive branding concept to enhance the village's visibility and attractiveness. These

efforts contribute not only to the sustainable development of Kampung Adat Ratenggaro but also to advancing Indonesia's cultural tourism agenda.

B. LITERATURE REVIEW

Branding Places Through Culture and Identities

The practice of destination branding has become imperative for tourism organizations seeking to differentiate their products and attract potential visitors (Aziz et al., 2022; Miller & Henthorne, 2007). The concept of destination branding is predicated on the customer-based brand equity theory, which emphasises the importance of creating a strong brand identity that resonates with the targeted audience (Zhao et al., 2022; Chan & Marafa, 2018). The objective of destination branding is to establish a distinct and appealing representation of a locale, its distinctive attributes, cultural heritage, and experiential opportunities.

Cultural tourism, defined by its focus on heritage, traditions, and local experiences, benefits significantly from branding strategies that communicate authenticity and uniqueness. Wang et al. (2019) argue that well-crafted branding can enhance the visibility and appeal of cultural tourism destinations, fostering both economic growth and cultural preservation. Ashworth (2009) emphasizes that the concept of place branding pertains to the identification or creation of distinct qualities that set a particular location apart from others, with the objective of attaining competitive brand value. Branding strategies for cultural tourism must consider the interplay between heritage, community, and visitor expectations to create a cohesive and compelling narrative. In addition, the interaction between place branding and local identity in cultural tourism destinations, as articulated by Kavaratzis and Hatch (2013), encompasses four fundamental characteristics. These characteristics encompass the articulation of the cultural underpinnings of the locale, the reflection of impressions and expectations, the incorporation of novel meanings and symbols, and the imprinting of an enduring impression on observers.

Unique Selling Proposition (USP)

One of the key aspects of effective destination branding is the development of a Unique Selling Proposition (USP). The USP is a crucial element that sets a destination apart from its competitors, providing a compelling reason for tourists to choose that particular destination over others. The concept of USP originated from product marketing prior to its widespread application in various fields of marketing. USP is an advertising concept that focuses on delivering a unique and specific proposition to customers through advertisements, with the aim of persuading them to purchase a product. An effective USP must meet three main criteria: it should present specific benefits, demonstrate uniqueness compared to competitors, and strongly appeal to a broad market.

By identifying and articulating the unique characteristics and attributes of a destination, tourism organizations can effectively position their brand in the minds of potential visitors. The concept of USP, originally introduced by Reeves (1961), emphasizes the distinctive and compelling benefits of a product or destination. In the context of tourism, USP serves as a pivotal tool for differentiating destinations within competitive markets. As a strategy, USP helps differentiate products in competitive markets by emphasizing unique, relevant, and highly attractive benefits for consumers (Reeves, 1961). It highlights unique cultural, historical, or natural features that align with visitor expectations while preserving the authenticity of the destination. Several studies underscore the role of USP in effectively communicating a destination's unique attributes to targeted audiences, thereby enhancing its attractiveness and market visibility (Henthorne et al., 2016; Wang et al., 2019).

Figure 1 shows the Venn diagram as a tool used to visually represent the concept of a Unique Selling Proposition (USP) in the context of a tourism destination. The USP can be defined as the distinctive value proposition offered to potential visitors. The overlapping area of the three circles in the diagram represents the USP, where the intersection of 'What Tourists Desire', 'What the Destination Offers Uniquely' and 'What Competing Destinations Offer' highlights the critical element that sets the destination apart from rivals. It follows, therefore, that in order for tourism marketers to differentiate the destination, target their marketing efforts toward specific tourist segments, gain a competitive advantage in the tourism market, and clearly communicate the unique value proposition of a given destination to potential visitors, there is a need to understand tourist needs, preferences, and desires. Furthermore, there is a need to identify the destination's unique attractions, experiences, and cultural offerings, as well as to analyze the strengths of competing destinations. The diagram represents this strategy visually, and it is therefore crucial for attracting tourists and achieving success in today's competitive tourism market.

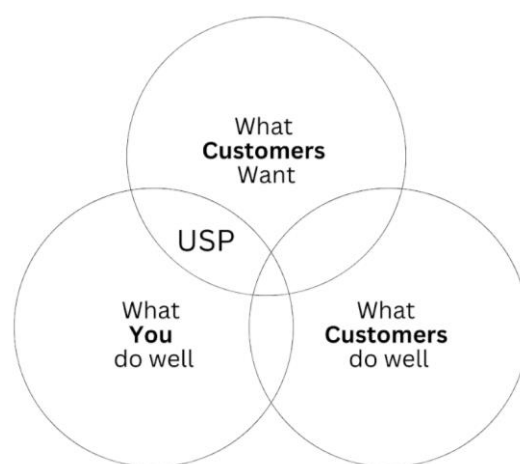


Figure 1. Unique Selling Proposition Diagram

Source: Adopted from Ries and Trout, (2001)

Building on this understanding of a USP, this research employs the 6A framework comprising Attractions, Accessibility, Amenities, Available Packages, Activities, and Ancillary Services to comprehensively assess and guide the development of destination branding for Kampung Adat Ratenggaro. By integrating the 6A components with a Unique Selling Proposition (USP) approach, the study seeks to identify and leverage the distinctive characteristics of the destination to craft a compelling and competitive brand identity. The fundamental model was initially presented in 2000 in Destination Management Systems framework develop by Buhalis and Spada, (2000), in which 6A-dimensions were identified as pivotal to the success of tourist destinations from a marketing perspective. Subsequent research by numerous other authors has adopted these six dimensions within the field of tourism research. Although numerous studies have explored USP and 6A independently, few have critically examined their intersection. A comparative analysis with similar frameworks in previous studies would further strengthen this foundation and clarify the novel contribution of this research.

C. RESEARCH METHOD

This research adopts a mixed-methods approach, combining qualitative and quantitative methods to comprehensively address the study objectives. Multimethod research operates on the principle that

employing multiple methods for data collection or analysis within a study can be more beneficial than relying on just one approach (Schutz et al., 2009). The primary advantage of this approach is its flexibility, enabling researchers to explore innovative ways of understanding people, constructs, and events. The qualitative aspects focus on identifying existing destination conditions and branding development, while the quantitative analysis supports strategic decision-making through measurable frameworks. By integrating both approaches, this study ensures a robust and nuanced understanding of the tourism potential of Kampung Adat Ratenggaro. The research flow is depicted in Figure 2.

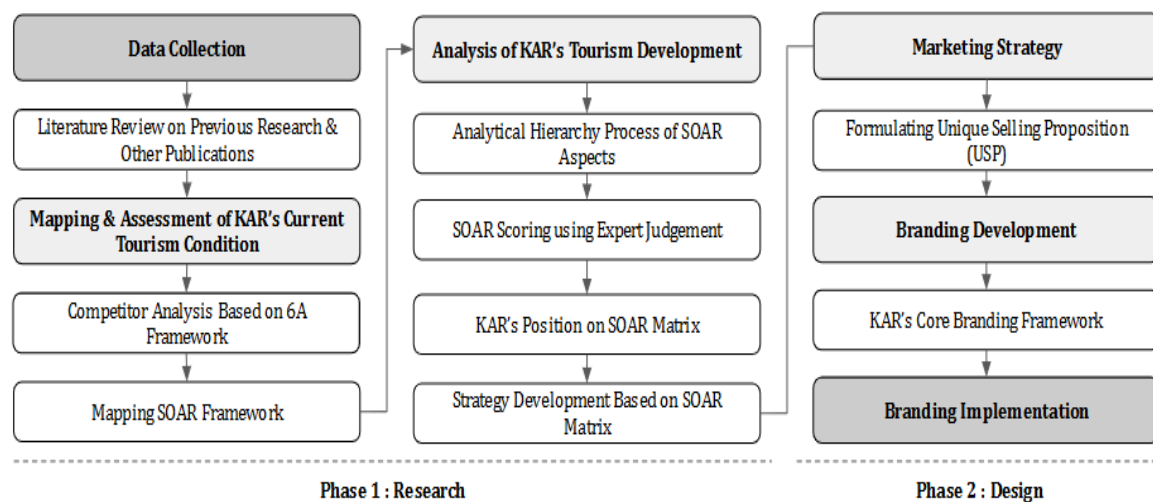


Figure 2. Research Framework

Source: Authors (2024)

Data collection primarily utilized secondary sources, published articles, reports, and tourism-related publications. These sources provided critical insights into the existing conditions and comparative analyses of cultural tourism destinations. Additionally, publicly available data on market trends and consumer behavior helped frame the broader context of the study. This extensive review forms the foundation for identifying the strengths, challenges, and potential opportunities of KAR.

The study involved the identification of tourism elements based on the 6A tourism framework, comparative analysis and competitor benchmarking. The 6A framework (Attraction, Amenities, Accessibility, Activity, Ancillary, and Available Package) is a commonly used tool for analyzing and developing tourism destinations. Researchers have utilized this framework to evaluate a variety of locations (Kurniawan & Laurent, 2023; Anggriani & Rosanto, 2023). Moreover, factorial analysis has demonstrated a significant association between destination branding and competitive advantage (Rop, 2022), emphasizing the critical role of effective branding strategies in establishing a destination's competitive edge. This analysis not only highlighted Ratenggaro's unique features, such as its distinctive traditional architecture and rich cultural heritage, but also identified specific areas requiring improvement to further enhance its appeal. By integrating these methodologies, the study provided a robust framework for identifying strengths, addressing weaknesses, and crafting strategic recommendations to elevate Kampung Adat Ratenggaro's position as a leading cultural tourism destination.

To assess the tourism potential of Kampung Adat Ratenggaro, a SOAR (Strengths, Opportunities, Aspirations, Results) analysis was conducted, offering a structured framework to evaluate both internal and external factors while identifying the village's unique selling proposition (USP). The analysis highlighted the synergy between the village's rich cultural identity, breathtaking natural assets, and

community aspirations as the core elements of its USP. Unlike the traditional SWOT analysis, SOAR is grounded in the Appreciative inquiry approach, which prioritizes building on strengths and opportunities rather than focusing on weaknesses and threats. By emphasizing investigation, imagination, innovation, and inspiration, the SOAR framework enables stakeholders to envision and work towards a desired future (Susilowati et al., 2019). It also enhances strategic planning and implementation by maintaining a positive focus on measurable results while fostering a culture of sustainability and high performance (Khavarian-Garmsir, 2015).

To complement the SOAR analysis, the study utilized the Analytical Hierarchy Process (AHP) to systematically prioritize key factors influencing tourism branding strategies. AHP is a versatile tool for evaluating and ranking factors in various contexts. For instance, AHP has been applied to identify organizational factors affecting success, with top management support emerging as the most significant determinant (Sepahvand & Arefnezhad, 2013). Furthermore, AHP is particularly effective when integrated with SWOT analysis, such as in IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary), to support strategic decision-making and align priorities with organizational goals (Riyanto, 2018).

The final phase focused on the development of a comprehensive destination branding strategy for Kampung Adat Ratenggaro. This phase was guided by the Unique Selling Proposition (USP) framework, which emphasized the village's distinctive characters as its core strengths. The branding strategy included key elements such as creating a strong visual identity, including a memorable logo and tagline that encapsulates the essence of the village's heritage and aspirations. While the study uses a mixed-method approach with robust theoretical frameworks, it primarily relies on secondary data. To enhance the empirical depth and validity of findings, future studies should incorporate primary data through fieldwork, structured interviews, or participatory methods involving key stakeholders such as local communities, government bodies, and visitors.

D. RESULTS AND DISCUSSIONS

The study began with a competitor benchmarking analysis using the 6A tourism framework to position KAR against similar cultural tourism destinations in Sumba and Sumbawa Island. The 6A dimensions which are Attraction, Amenities, Accessibility, Activity, Ancillary, and Available Package highlighted key strengths and gaps. KAR's unique cultural assets, including traditional Sumba architecture, 4,500-year-old megalithic tombs, and Marapu rituals and ceremonies, emerged as its strongest destination attractions. However, limited accessibility and a lack of visitor amenities, such as lodging, hospitality, and dining options near the rural tourism area, were significant drawbacks compared to its competitors. While the main access road is paved, the village's remote location requiring a 1 to 1.5-hour drive from Tambolaka Airport presents logistical challenges. These findings mark the need for strategic enhancements in infrastructure, marketing, and visitor services to improve KAR's competitiveness in the cultural tourism destination market. The comparative analysis provided in Table 1.

In terms of tourism destination marketing, KAR primarily relies on word-of-mouth promotion, local partnerships, and visual content on social media platforms like Instagram. Although these efforts establish a basic presence, the limited use of digital marketing and the lack of skills or knowledge in professional tourism promotion hinder its outreach. By contrast, competitors like Desa Wae Rebo employ a wider variety of marketing channels, including traditional media (i.e. leaflets, brochures, posters), social media, and partnerships with travel agents and hotels, which significantly boost their visibility and accessibility. Similarly, Desa Sade leverages digital marketing and platforms such as WhatsApp, Instagram, and a dedicated website, although its digital presence remains underutilized due to poor web management and

insufficient skilled personnel. While KAR's core value centers on its traditional Sumba architecture, cultural performances, and beach tourism, its competitors emphasize diverse experiences combining traditional architecture, natural beauty, and crafts. These comparisons underscore the need for KAR to expand its digital marketing capabilities and diversify its promotional strategies to remain competitive in the cultural tourism market.

Table 1. Competitor Analysis using 6A Tourism Framework

6A Dimensions	Ratenggaro	Wae Rebo Village	Sade Village
Attractions	Traditional Sumba (Ratenggaro) architecture, 4,500-year-old megalithic tombs, Marapu rituals (e.g., Pasola Festival), Ratenggaro Beach.	Mbaru Niang traditional houses, weaving traditions, Caci dances, nearby Pulau Mulas, and bird photography in the nearby forests.	Sasak traditional architecture, Peresean dances, Kawin Culik tradition, traditional weaving, and rural ambience.
Accessibility	Paved roads; located 56 km (1–1.5 hours) from Tambolaka airport. Rental vehicles or travel services are available.	150 km from Komodo Airport (Labuan Bajo), Accessible by 4 hour car drive or travel service to Denge Village; then a 2 hour hike is required to reach the village.	15 minutes from Lombok International Airport; located along Praya-Kuta road, or 30 km (1 hour) from Mataram City.
Available Package	Available in a Sumba private trip, 4 days-3 nights	2 days-1 night stay in trip to Wae Rebo available everyday	Include in a 1 day Lombok tourism package trip
Activities	Learn Sumba architecture, try traditional Sumba clothing, ride Sandalwood horses.	Stay in Mbaru Niang, experience penti rituals, trek to Pulau Mulas, birdwatching.	Visit Sasak houses, watch cultural performances, engage in traditional activities (e.g., coffee grinding, weaving).
Amenities	Basic amenities; new public toilets at Ratenggaro Beach (built in 2019); souvenir sellers; nearest hotel 7.7 km away.	Four public toilets, ticketing and visitor information post.	Visitor center, public toilets, souvenir shops, and food stalls.
Ancillary Services	Managed by OPW KAR (community-based tourism organization) with support from NGOs like WLF and IRE.	Managed by the Cultural Preservation Agency of Wae Rebo (LPBW) since 2007, supported by NGOs like Indecon.	Managed by Pokdarwis (Tourism Awareness Group) independently.

Source: Authors Data Processed (2024)

The qualitative research for Kampung Adat Ratenggaro (KAR) was conducted through a structured process based on the SOAR analysis framework, adapted from Kurniati and Adrianto (2021). The marketing strategy formulation followed several steps. First, factors influencing KAR were mapped using the SOAR framework to identify strengths, opportunities, aspirations, and results. Next, IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices were developed to calculate the strategic position of KAR. The Analytical Hierarchy Process (AHP) was then employed to assign weights to each factor, with ratings ranging from 4 (highly influential) to 1 (less influential) based

on their impact on KAR's current condition. These weights were multiplied by their respective ratings to obtain weighted scores, which were summed up to calculate the total scores. The IFAS score was determined by subtracting the total opportunity score from the total strength score, while the EFAS score was calculated by subtracting the total results score from the total aspirations score. Finally, the strategic position of KAR was plotted within the SOAR matrix, enabling the identification of actionable strategies tailored to its unique strengths and opportunities.

The SOAR (Strengths, Opportunities, Aspirations, Results) framework provided a structured approach to assess KAR's growth potential. Key strengths included its cultural richness, unique architecture, and pristine natural environment, while opportunities lay in the increasing global demand for authentic cultural tourism and supportive local government policies. Aspirations were aligned with the local community's vision of positioning KAR as a nationally and internationally recognized cultural tourism destination. The results emphasized targeted goals, such as boosting visitor numbers, empowering local communities economically, and preserving cultural traditions. The SOAR analysis revealed that KAR's internal strengths and external opportunities align well, creating a strong foundation for its aspirations to be realized through targeted strategies.

To ensure a structured and data-driven approach in the strategic formulation process, the Analytical Hierarchy Process (AHP) was utilized to prioritize the factors identified through the SOAR framework as well as the Internal and External Factor Analysis Summary (IFAS–EFAS) matrices. The AHP weighting process was conducted using an online AHP calculator, with expert judgment provided by the researcher, who brings dual insights as a designer and tourism practitioner. Pairwise comparisons were made to evaluate the relative importance of each factor, and each item was ranked according to its influence on Kampung Adat Ratenggaro's (KAR) strategic development. The results of these comparisons were structured into a matrix, and consistency ratios were calculated to ensure the reliability of the judgments. Each weight was then applied to its respective factor score to quantify its contribution to the overall strategy. This process enabled the identification of critical priority areas aligned with the study's objectives. A summary of the AHP-based strategic prioritization is presented in Figure 3.

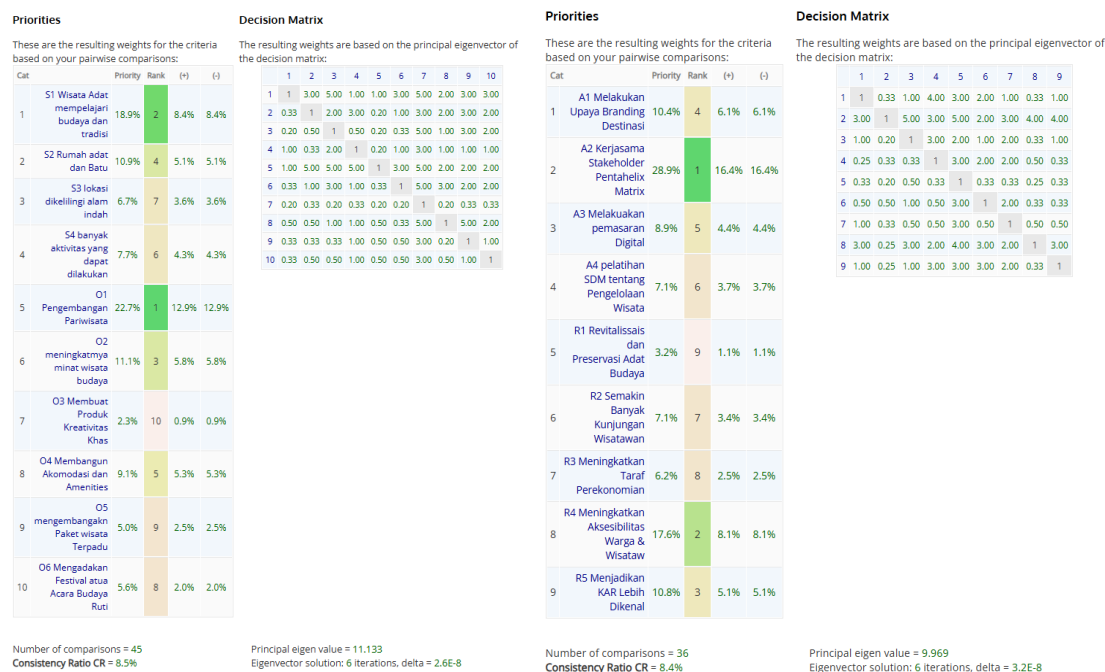


Figure 3. AHP Results

Source: Authors (2024)

After assigning weights, each item was scored to quantify its contribution to the overall strategy, with the detailed calculation results presented in Table 2. Furthermore, it is important to note that a significant portion of the strategic prioritization was performed using Analytical Hierarchy Process (AHP), which enabled a more objective weighting of internal and external factors.

Table 2. KAR's SOAR Analysis & I FAS-EFAS Scoring

Variabel	Code	Item	Weight	Value	Score
Strength	S1	Cultural tourism provides visitors with opportunities to learn about the local community's traditions and culture.	18,9%	4	0,756
	S2	The uniqueness of the traditional houses, especially the tall thatched roofs and the 4,500-year-old megalithic tombs.	10,9%	4	0,436
	S3	The location, surrounded by beaches, hills, and pristine nature, offers stunning visual experiences.	6,7%	3	0,201
	S4	Numerous activities available in KAR (traditional costume rental, horse riding, cultural photography).	7,7%	3	0,231
Opportunity	O1	Developing the tourism sector to help improve the local community's economy.	22,7%	3	0,681
	O2	Increasing interest from domestic and international tourists in destinations that offer authentic, culture-based experiences.	11,1%	3	0,333
	O3	Creating unique KAR creative products as merchandise.	2,3%	2	0,046
	O4	Building accommodations and amenities to support tourism.	9,1%	4	0,364
	O5	Developing integrated tour packages to make it easier for tourists.	5,0%	3	0,15
	O6	Organizing regular cultural events and festivals to attract media and tourist attention.	5,6%	2	0,112
Aspiration	A1	Carrying out destination branding efforts.	10,4%	4	0,416
	A2	Building partnerships among stakeholders in a penta-helix matrix to develop tourism.	28,9%	4	1,156
	A3	Utilizing social media, websites, and travel platforms to reach broader audiences by showcasing visually engaging content.	8,9%	4	0,356
	A4	Training local human resources to manage CBT tourism sustainably.	7,1%	3	0,213
Results	R1	Revitalization and preservation of KAR's traditions and culture.	3,2%	3	0,096
	R2	Increased number of tourist visits.	7,1%	4	0,284
	R3	Improvement in the local economy.	6,2%	4	0,248
	R4	Improved accessibility for locals and tourists.	17,6%	4	0,704
	R5	Positioning KAR as a well-known cultural tourism destination at both national and international levels.	10,8%	4	0,432

Source: Authors Data Processed (2024)

The calculated scores resulted in an IFAS score of -0.062 and an EFAS score of 0.377, which placed Kampung Adat Ratenggaro within the Opportunities-Aspiration (OA) quadrant of the SOAR matrix as shown in Figure 4. This position signifies a strategic focus on leveraging external opportunities while aligning with the organization's or destination's aspirational goals such as forming partnerships with stakeholders, expanding digital marketing campaigns, and leveraging global interest in cultural tourism. The prioritization and scoring process ensured that the proposed strategies were not only grounded in the village's internal strengths but also responsive to external trends and market dynamics. By strategically focusing on the identified opportunities and aspirations, KAR can optimize its resources to achieve measurable outcomes, such as increased tourist visits, enhanced economic empowerment for the local community, and the preservation of cultural heritage. This systematic approach provides a clear roadmap for sustainable development while maximizing the village's unique cultural and environmental assets.

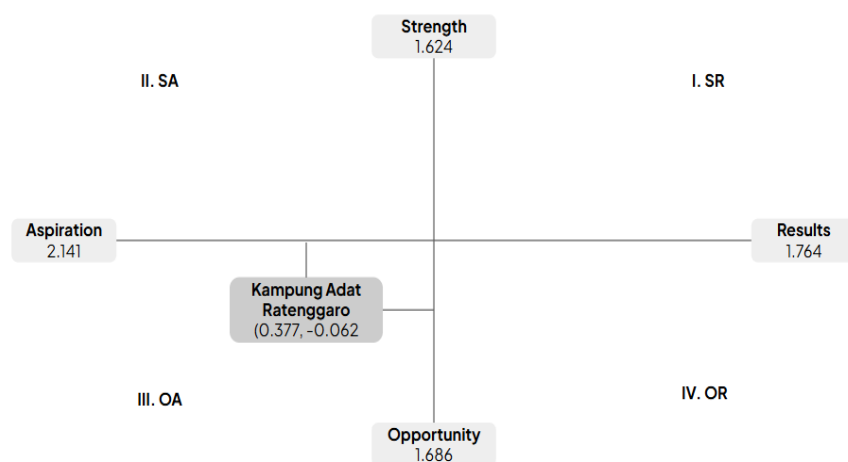


Figure 4. KAR's SOAR Matrix
 Source: Authors (2024)

Table 3. KAR's SOAR Strategy

	Strength	Opportunity
Aspiration	(SA Strategy) Focus on branding the cultural tourism destination through the implementation of effective digital marketing channels. This strategy highlights the unique selling points of the destination to enhance its recognition and appeal.	(OA Strategy) Develop a strong tourism identity by enhancing branding and promotional efforts, fostering partnerships, and improving the skills of local human resources in the tourism sector. This approach aims to increase competitiveness and improve overall visitor experiences.
Results	(SR Strategy) Leverage the strengths of cultural tourism and unique heritage to focus on revitalizing and preserving traditional practices, improving accessibility, and implementing attractive promotional activities to attract more tourists and boost the local economy.	(OR Strategy) Advance the tourism sector through the development of high-quality accommodations, creation of innovative tour packages, and organization of regular cultural festivals. These initiatives aim to strengthen cultural identity, improve accessibility, and stimulate local economic growth.

Source: Authors Data Processed (2024)

The results from the SOAR matrix informed the formulation of strategic initiatives tailored to KAR's specific needs shown in Table 3. SO strategies focused on promoting KAR's unique offerings, such as its cultural heritage and natural landscapes, through enhanced digital storytelling and content creation. OA strategies emphasized collaboration with stakeholders to improve infrastructure, particularly the development of eco-friendly lodging and comprehensive marketing campaigns aimed at domestic and international audiences. SR strategies centered on cultural preservation by organizing routine cultural events, such as the Marapu festival, to attract visitors and media attention. Finally, OR strategies addressed competition by bundling cultural experiences with local adventure tourism offerings, such as horseback riding or guided historical tours. These strategies collectively aim to strengthen KAR's position as a leading cultural tourism destination. However, while the discussion successfully ties results to objectives, it lacks a reflective critique on the limitations of implementing proposed strategies, such as potential stakeholder resistance, limited funding, or infrastructure constraints. Addressing these challenges would provide a more balanced and actionable framework.

The SOAR analysis highlighted several areas requiring immediate attention to ensure sustainable growth for KAR. Despite operating as a community-based tourism (CBT) destination managed by local stakeholders, KAR faces significant challenges that hinder its development. The lack of nearby lodging facilities and limited dining options discourage extended visitor stays, while its reliance on local social media platforms for marketing restricts its visibility on a broader scale. Addressing these challenges requires immediate improvements in visitor amenities, accessibility, and digital marketing efforts. Aligning these enhancements with the preferences of KAR's target market which are cultural enthusiasts, adventure seekers, and eco-tourists can greatly enhance its appeal and competitiveness. Moreover, these efforts not only promise to improve the visitor experience but also create sustainable economic opportunities for the local community, fostering long-term growth and cultural preservation. To refine its strategic direction, a mapping of KAR's Unique Selling Proposition (USP) was developed in Figure 5. This USP framework integrates three essential components which are Destination Brand Power, Consumer Needs, and Competitor Strength. Together, these elements ensure that KAR's offerings are positioned strategically in the competitive cultural tourism market.

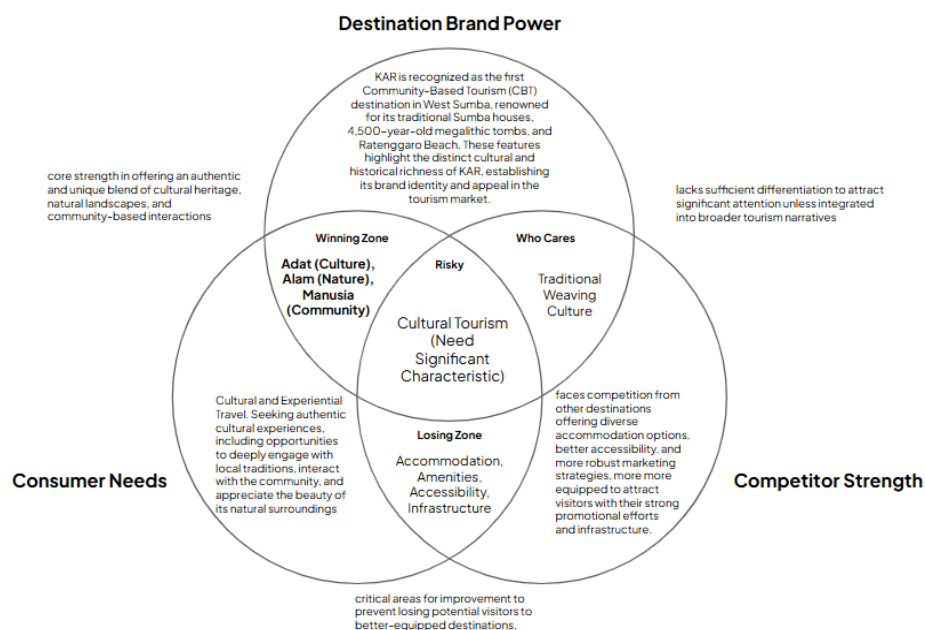


Figure 5. Unique Selling Proposition of KAR.

Source: Authors (2024)

The Destination Brand Power of KAR is defined by its distinct cultural and historical assets, including its designation as the first Community-Based Tourism (CBT) destination in West Sumba. Highlights of its brand include traditional Sumba houses, 4,500-year-old megalithic tombs, and the picturesque Ratenggaro Beach, which collectively form the foundation of its cultural and natural identity. These elements differentiate KAR from competitors, establishing its unique appeal in the tourism industry. On the consumer side, Consumer Needs reflect the growing demand for authentic and immersive travel experiences. Visitors to KAR are primarily drawn to opportunities to explore local culture, interact with the community, and immerse themselves in the pristine natural beauty of the destination. This alignment with global trends in cultural tourism provides a solid basis for KAR's development strategies. However, the Competitor Strength dimension reveals areas where KAR must improve to remain competitive. Competing destinations offer more diverse accommodation options, better infrastructure, and stronger marketing strategies, making them more accessible and attractive to potential tourists. This highlights the importance of addressing KAR's weaknesses in accessibility, amenities, and promotional efforts to enhance its market position.

The mapping in Figure 5 categorizes KAR's positioning into distinct zones. The Winning Zone, labeled "Adat-Alam-Manusia" (Culture-Nature-Community), emphasizes KAR's core strength in offering an authentic and unique blend of cultural heritage, natural landscapes, and community-based interactions. This zone represents KAR's primary competitive advantage and serves as the foundation for its branding and promotional strategies. Conversely, the Who Cares Zone, represented by weaving culture, lacks sufficient differentiation to attract significant attention unless integrated into broader tourism narratives. The Risky Zone, encompassing cultural tourism, underscores the need for adequate infrastructure and targeted marketing to avoid being overshadowed by competitors. Finally, the Losing Zone, marked by shortcomings in accessibility and amenities, highlights critical areas for improvement to prevent losing potential visitors to better-equipped destinations. By focusing on the Winning Zone while addressing the challenges in the Risky and Losing Zones, KAR can effectively strengthen its USP, align its offerings with consumer expectations, and secure a competitive position in the cultural tourism market.

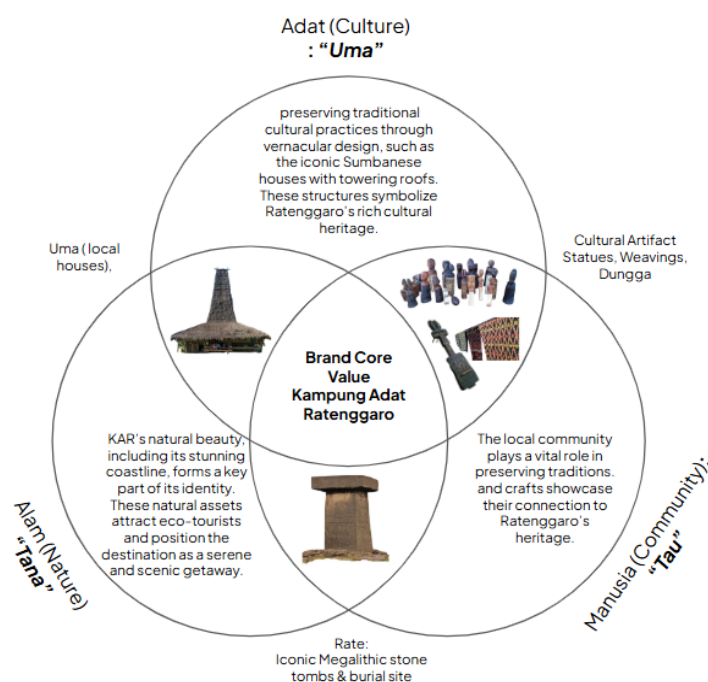


Figure 6. Core Branding Kampung Adat Ratenggaro

Source: Authors (2024)

The destination branding strategy for Kampung Adat Ratenggaro (KAR) is centered around the concept of Harmony "Tana-Uma-Tau". In which translates to "Land, Home, and Humanity (Hudayana, et.al, 2021)". This branding framework encapsulates the village's natural, cultural, and human dimensions, creating a cohesive identity that differentiates KAR as a unique cultural tourism destination. The term "Tana" (Land) representing Ratenggaro nature, highlights KAR's breathtaking coastal landscapes and its 4,500-year-old megalithic heritage, underscoring the destination's natural and historical richness. "Uma" (Home) for culture, symbolizes the traditional Sumbanese houses, iconic structures that represent the architectural and cultural identity of the region. Lastly, "Tau" (Humanity) represents the community part, emphasizes the integral role of the local community in preserving and promoting their cultural legacy, fostering a connection between visitors and the people of KAR. Figure 6 illustrates the Core Branding of Kampung Adat Ratenggaro, highlighting the integration of cultural, natural, and human elements that form the foundation of its branding approach.

Key branding initiatives under the "Tana-Uma-Tau" strategy include the creation of a compelling visual identity, featuring a logo and tagline "Harmoni Tana Uma Tau" designed to capture the essence of the destination's unique character. The logo concept was developed through a visual exploration, visual audit, and analysis of the cultural characteristics of Ratenggaro, ensuring the creation of a design that is timeless and distinctive, while authentically representing the village's identity. This meticulous process sought to balance modern branding principles with the rich traditions of Ratenggaro, resulting in a visual identity that resonates with both local and international audiences. The visual exploration can be seen in Figure 7.



Figure 7. Brand Identity and Visual Exploration of Kampung Adat Ratenggaro.

Source: Authors (2024)

The logo, as depicted in Figure 8, embodies the distinctive identity of Kampung Adat Ratenggaro (KAR) by integrating visual elements that reflect its cultural and branding essence. The design features a shape inspired by the traditional Sumbanese houses, symbolizing the architectural heritage unique to KAR. Central to the logo are three interconnected pillars, representing the core branding concept of "Adat,

Alam, Manusia" (Culture, Nature, Humanity), which underscores the harmony between these elements in KAR's identity.



Figure 8. Logo of Kampung Adat Ratenggaro.

Source: Authors (2024)

The inclusion of the text "Ratenggaro" in the local script further emphasizes the cultural authenticity and heritage of the village. Additionally, the placement of the tagline "Tana Uma Tau" within the logo reinforces its significance as the foundation of KAR's branding strategy, encapsulating the harmony of land, home, and humanity. This thoughtful integration of cultural and symbolic elements ensures the logo serves as a timeless and distinctive representation of KAR's identity in both local and global tourism contexts. This concept is complemented by the use of cultural storytelling to engage audiences and build emotional connections with potential visitors. The "Tana-Uma-Tau" branding strategy is expected to yield several transformative outcomes. These include enhanced visitor experiences through improved amenities and thoughtfully curated cultural packages, economic empowerment for the local community driven by increased tourism revenue, and cultural preservation through the celebration and promotion of KAR's unique heritage. By harmoniously integrating cultural, natural, and human elements, this strategy positions KAR as a premier cultural tourism destination, capable of competing on both national and international platforms. Additionally, the marketing strategy will emphasize the development of experience-based tourism packages, such as traditional weaving workshops, participatory cultural festivals, and guided explorations of KAR's historical and natural sites. These immersive offerings aim to enhance the destination's market positioning and create memorable visitor experiences.

Moreover, the "Tana-Uma-Tau" concept aligns with global trends in sustainable travel, ensuring that growth is achieved without compromising the cultural or environmental integrity of the destination. These initiatives provide a strategic roadmap for KAR to increase its visibility, competitiveness, and resilience, fostering long-term growth while safeguarding the traditions and landscapes that make it truly exceptional.

E. CONCLUSION

This paper posits that destination branding plays a pivotal role when it comes to leveraging Kampung Adat Ratenggaro's unique cultural and natural attributes through a unique selling proposition (USP) approach. The village's identity, which is rooted in its rich cultural heritage, architectural uniqueness, and pristine landscapes, is effectively positioned to meet the demands of cultural tourism markets, as the **"Harmony in Tana Uma Tau"** concept has been adopted. The SOAR analysis has been instrumental in facilitating the identification of the village's strengths, opportunities, aspirations and actionable results, thereby enabling the establishment of a robust framework for sustainable tourism development. The branding initiatives that have been proposed, which include enhanced digital marketing, stakeholder collaboration, and infrastructure development are expected to serve to consolidate Kampung Adat Ratenggaro's status as a premier destination for cultural tourism.

Furthermore, the capacity-building programs that have been designed for local stakeholders have been conceived with a view to emphasizing the importance of preserving the village's cultural heritage whilst at the same time fostering economic empowerment. Additionally, the study opens pathways for future research to further refine destination branding methodologies, especially by integrating real-time digital analytics, stakeholder engagement models, and longitudinal performance tracking mechanisms.

The successful implementation of sustainable branding strategies in the future will depend on ongoing collaborative efforts between local communities, government entities, and private stakeholders. The strategies outlined here have two primary aims: firstly, to attract global attention to the destination; and secondly, to preserve the destination's cultural essence and environmental integrity. This research offers a replicable model for other cultural tourism destinations aspiring to achieve similar developmental goals while maintaining their authenticity. The study offers practical insights for destination stakeholders, yet further emphasis on how the branding strategy can inform policymaking, capacity-building initiatives, and sustainable development programs would enhance its applicability.

F. LIMITATION AND FURTHER STUDY

This study offers valuable insights into the development of destination branding for Kampung Adat Ratenggaro using a Unique Selling Proposition (USP) approach. However, it is important to acknowledge several limitations. Firstly, the study relies predominantly on secondary data sources, including existing literature, reports, and previously published analyses. While these sources offer a foundational understanding, they may not fully capture the nuances of the local community's current conditions and perspectives. Secondly, the absence of direct engagement with stakeholders such as local residents, tourism operators, and visitors, hinders the study's ability to grasp practical challenges and aspirations in real-time. Future research should address these gaps by incorporating primary data collection methods, such as interviews, focus group discussions, and field observations, to provide richer, more nuanced insights and facilitate a more comprehensive evaluation of the tourism development process. In addition, longitudinal studies could examine the long-term impacts of branding strategies on the sustainability of cultural tourism in Kampung Adat Ratenggaro. Further studies could also explore the integration of digital marketing tools and technology-driven approaches in branding efforts, considering the evolving preferences of global tourists. Expanding the scope to include comparative analyses with similar cultural tourism destinations could offer broader lessons and strategies applicable to other regions. By addressing these limitations, future research can contribute to a more holistic and actionable framework for developing sustainable cultural tourism models.

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