

Visitor Growth Strategies: Evaluating the Effectiveness of Tourism Marketing at Kebun Raya Mangrove Surabaya

Galuh Ajeng Ayuningtiyas¹, Muhammad Khairul Anwar², Dian Ferriswara³, Liling Listyawati⁴, Damajanti Sri Lestari⁵

^{1,3-5} Business Administration Study Program, Faculty of Business Administration, Dr. Soetomo University; email: galuhajengayuningtiyas@gmail.com

² D4 Administrasi Negara, Fakultas Vokasi, Universitas Negeri Surabaya; email: galuhajengayuningtiyas@gmail.com

*Author Correspondence : Galuh Ajeng Ayuningtiyas

Abstract. Kebun Raya Mangrove (KRM) Surabaya is the first thematic botanical garden in Indonesia that focuses specifically on the mangrove ecosystem. It serves multiple functions, including conservation, education, research, and recreation. With its ecological uniqueness, KRM has strong potential to develop into a prominent ecotourism destination. However, post-pandemic conditions have seen a significant decline in visitor numbers, indicating the urgent need for more effective and targeted marketing strategies. This study aims to identify and evaluate marketing strategies that can enhance tourist interest and increase visitation to KRM Surabaya. The research adopts a descriptive method with a qualitative approach by collecting both primary data (through observations and interviews) and secondary data, which are then analyzed thematically. The findings indicate that KRM is currently facing several critical challenges, including limited accessibility, inadequate digital promotion, and environmental maintenance issues. Existing marketing efforts—such as affordable ticket pricing, minimal promotion via the official social media accounts of the Food Security and Agriculture Service, and limited collaboration with local SMEs—have not successfully expanded KRM's market reach or visibility. To address these gaps, the study recommends a comprehensive marketing strategy that includes the optimization of digital marketing through official KRM-managed social media channels, strategic partnerships with ecotourism influencers, the organization of thematic events (e.g., mangrove festivals), and the innovation of mangrove-based products that can boost local identity and visitor engagement. By implementing these strategies, KRM is expected to strengthen its destination branding, attract a broader audience, and establish itself as a leading model for sustainable tourism in Surabaya and beyond.

Keywords: Ecotourism, Mangrove, Marketing Strategy, Tourism, Visitor Growth

Received: June 01, 2025;
Revised: June 14, 2025;
Accepted: June 28, 2025;
Published: June 30, 2025
Current Version: June 30, 2025



Copyright: © 2025 by the authors.
Submitted for possible open
access publication under the
terms and conditions of the
Creative Commons Attribution
(CC BY SA) license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

1. Introduction

Tourist own role strategic in push growth economy, expanding chance work, and increase income area. In the era of globalization, the sector tourist not only become component important in economy national, but also functional as tool for introduce diversity culture and resources Power natural an area to the world. In Indonesia, especially in Surabaya, one of the form tourisms that is currently get attention is tour sustainable nature. Kebun Raya Mangrove (KRM) Surabaya is one of the destination tour natures that has potential big for developed, especially in context ecotourism.

KRM Surabaya was initiated by Megawati Soekarno Putri and Tri Rismaharini, MT in 2018. To realize development KRM, there is cooperation between the Institute of Science Indonesian research (which is currently This become the Research and Innovation Agency/BRIN), the Indonesian Botanical Gardens Foundation, the Ministry Public Works and Public Housing (PUPR), and the Surabaya City Government. Initiation the marked with signing of the MoU and determined in the Mayor's Decree number: 188.45/145/436.1.2/2018 regarding determination location KRM and Mayor's Decree number: 188.45/436.1.2/2019 regarding development KRM and the park forest raya Surabaya City (Food Security and Agriculture Service, 2023). Development Process KRM

Surabaya started since 2018 to 2020. Development process discontinued in 2020 due to existence Covid-19 pandemic.

The Covid-19 pandemic in 2020 has killed all business sectors in the world, especially tourism. Travel policies, closure of tourist destinations, and public concerns about the spread of the virus have caused the tourism sector to experience a drastic decline. According to the report of the Ministry of Tourism and Creative Economy 2023/2024, international tourist visits decreased by 73%, resulting in a decrease in the contribution of the tourism sector's gross domestic product (GDP) by US\$2.0 trillion. This decline in GDP value is the same as returning to the conditions in the early 1990s (KEMENPAREKRAF, 2024). This also had an impact on KRM Surabaya which was managed by the Surabaya City Government in 2018. When the Covid-19 Pandemic began to subside in 2023, KRM Surabaya began to reopen to the public.

Table 1. Visit Data KRM Surabaya

No	Month	2023	2024
1	January	2.837	8.885
2	February	2.156	6.228
3	March	1.717	2.744
4	April	932	3.964
5	May	2.812	4.979
6	June	3.535	5.693
7	July	4.458	6.750
8	August	11.153	4.090
9	September	13.046	5.686
10	October	13.219	3.998
11	November	12.145	4.605
12	December	12.731	5.924
	Total	80.741	63.546

Source: UPTD KRM Surabaya, 2024

From the table above can seen that There is quite a spike big on visits KRM Surabaya in August 2023. This is because of New KRM Surabaya inaugurated on July 26, 2023, by Megawati Soekarno Putri and after That Not yet There is withdrawal ticket/fee for enter to KRM Surabaya. In 2024 after existence withdrawal ticket for enter to KRM Surabaya, amount visit relatively Lots especially at times holiday However still no can defeat amount visit tourism in 2023 which is accessible still free.

KRM Surabaya has 5 functions among them that is function education, function research, function tourism, function conservation, and function service others, but its utilization as destination tour Still own opportunity for more optimized. Various Power pull like dense mangrove forest, Aviary, trails trekking nature, photo spots, observation tower /Marina tower, auditorium, facilities boat, bicycle electricity, golf cars and education environment other can make KRM Surabaya as destination featured in Surabaya. Marketing start implemented in 2023, which was previously No done, because focus main still under construction physique.

In addition, KRM Surabaya is managed by UPTD Development KRM which is below not quite enough answer Head of the Food Security and Agriculture Service of Surabaya City with focus the main thing is on conservation and utilization mangrove ecosystem, which is related directly with aspect agriculture, resilience food, and preservation nature. Here are a few reasons why garden raya this managed by DKPP:

- **Focus on Nature Conservation:** Mangroves are a very important ecosystem for guard balance nature, such as prevent abrasion beach, reduce disaster floods, and become a habitat for various species. Task main Food Security and Agriculture Service is managed and preserve source Power nature, including mangrove ecosystem which has vital role in management environment and resilience food.
- **Role in Food Security:** Mangroves have Lots benefit direct for resilience food, with process mangrove plants become processed food and drink. Therefore that, management KRM related with aspect resilience food and agriculture which is the domain of the Food Security and Agriculture Service.
- **Education and Research:** KRM often used as place for research and education about diversity mangroves and their importance. Department of Food Security and Agriculture more own capacity for manage related activities with education environment and research related agriculture and conservation nature.

- Relatedness with Agriculture and Forestry: Mangroves are part from ecosystem close-knit coast the relation with agriculture and forestry, especially in matter management source Power nature. Mangrove management is often involving practice agriculture based on conservation and restoration nature that becomes part from duties of the Department of Food Security and Agriculture (F. Nurul, interview) personal, December 7, 2024).

The right marketing strategy required for increase Power competition KRM Surabaya for more known by the public. Although KRM moment This managed by the Surabaya Food Security and Agriculture Service because its function more leading to conservation and sustainability natural However still required the existence of a maximum marketing strategy. This is done for developing strong destination branding as well as collaboration with community local so that you can become key success in increase visit tourists.

Study this aiming for identify marketing strategies that can increase visit tour to KRM Surabaya. With analysis-based approach potential and challenges as well as trend modern marketing, it is expected results study This can give applicable and relevant recommendations for manager KRM Surabaya.

2. Methods

This study uses a qualitative approach with a descriptive research type. The purpose of this method is to gain an in-depth understanding of the tourism marketing strategies implemented in an effort to increase tourist visits to the Surabaya Mangrove Botanical Garden (KRM). The qualitative approach was chosen because it allows researchers to explore the phenomenon contextually and in-depth based on the perspectives of the actors and managers directly in the field. Data collection was carried out through direct observation techniques to the KRM Surabaya location, in-depth interviews with the management (UPTD KRM and the Surabaya City Food and Agriculture Security Service), and documentation in the form of visit reports, promotional media, and statistical data on tourist visits. Secondary data were obtained from official reports, policy documents, and publications related to tourism marketing strategies and conservation area management. Data analysis was carried out thematically through the process of data reduction, data presentation, and drawing conclusions. Data validity was maintained through source and method triangulation techniques. The main focus of the analysis was directed at identifying potential, challenges, and marketing strategies that have been and can be implemented to increase tourist visits to KRM Surabaya as a sustainable ecotourism destination.

3. Result

The city of Surabaya has mangrove forest that enters in area conservation protected by law located on the coast of East Surabaya. The area located in Development Unit I Rungkut which is a Green Open Space Area and is not may utilized become area settlement or others. Mangrove forests are useful as protector experience from erosion beach and abrasion consequence wave sea as well as wind tight. The dense mangrove roots help catch sediment and strengthen structure land, so that protect area Coast from damage environment. In addition, mangrove forests are a habitat for various species of flora and fauna such as monkeys and birds and including fish, crabs, shrimps, which support diversity life and sustainability ecosystem sea. Mangrove forests also contribute to mitigation change climate with absorb carbon in a way significant taller compared to forest land, making it as storage very effective carbon.

KRM Surabaya is realization role Surabaya City Government related development garden highway in the Surabaya area. KRM Surabaya is in two sub-districts, namely subdistrict Rungkut and sub-districts Mountain New who is there under the East Coast Protected Area of Surabaya. The KRM Surabaya land area is 31.5 hectares which is divided into 3 parts, namely on Mount New covering an area of 11 hectares, in Medokan Sawah covering an area of 16 hectares, and in the Mangrove Information Center (MIC) covering an area of 4.5 hectares.

KRM managed by the Surabaya Food Security and Agriculture Service (DKPP) which is located at Jl. Pagesangan II No. 56, Pagesangan Village, Jambangan District, Surabaya, East Java 60233. This service takes care of all matter about affairs government in the field of food,

agriculture, marine and fisheries, animal husbandry and UPT KRM. This is in accordance with one of mission DKPP that is realize management park forest quality highway.

KRM Surabaya is managed by DKPP Surabaya because area the own function main as a conservation and protection area environment, which is closely related the relation with management source Power nature and ecosystem. As mangrove forest, KRM Surabaya play a role important in guard balance ecosystem coast, reduce impact abrasion, and support diversity life. In addition, the area this is also used for objective education environment, research and development plants, which are more relevant with duties and responsibilities answer DKPP. Meanwhile that, although own potential tourism, its management No fully focused on aspects commercialization or promotion tourism which is the domain of the Tourism Office. On the other hand, management by the office related agriculture and resilience food ensure that objective conservation environment still become priority main, although still support function secondary as destination tour based on education and ecotourism. Here picture structure organization Surabaya City DKPP and UPTD KRM Surabaya.

Agriculture in Surabaya City can be seen in Figure 2, the relationship between Head of Service with UPTD (Technical Implementation Unit of the Service) shows connection hierarchical. The Head of the Service is leader highest in the service and is responsible for answer on overall implementation duties, functions and authority's service. UPTD be under coordination direct Head of Service, functions as an implementing unit technical handling tasks operational certain in accordance with policies that have been determined by the Head of Service. In the context of This, the Head of the Service provides direction, supervision and control to activities carried out by UPTD. UPTD responsible answer for report results implementation task to Head of Service, ensure that the work program walk in accordance with plans, and support achievement objective strategic service in a way overall. Relationship This ensure that policies formulated at the level service can implemented in a way effective in the field by UPTD.

3.1 Potential

KRM Surabaya is garden raya thematic the first and only one in Indonesia that will developed become center mangrove development in Indonesia. Botanical garden thematic is A garden designed highway with focus on one theme or category certain, which becomes characteristics characteristics and purposes main its development. In the garden raya thematic, collection plants and management room arranged for describe or learn an ecosystem, type plants, or issue. The theme can cover various aspect like type plant certain, ecosystem certain, or even objective conservation and education.

KRM Surabaya focuses on 5 functions, namely: functions education, function research, function tourism, function conservation, and function service others. Here explanation from each of the functions above:

- **Function Education:** KRM Surabaya plays a role as a "laboratory" nature " that is as means education that educates society, especially generation young, about importance mangrove ecosystem and its sustainability. Here, visitors can learn various type mangrove plants, how to its growth, as well as benefit ecological and economic results from mangrove. Educational program such as seminars, workshops and guided tours can be implemented for increased awareness environment. This is very important. For teach values conservation and sustainability to public wide.
- **Function Research:** As garden raya which has mangrove collection, garden This become ideal location for study scientific related mangrove ecosystem. Research Can covers various aspects, such as mangrove biology, interactions between species, utilization of mangroves for resilience food and control abrasion, and potential restoration ecosystem. Research this is very useful for development knowledge knowledge, especially in field ecology, agriculture, and marine. In addition, the garden this is also possibly become center research for students, researchers and interested institutions in mangrove management because its existence has acknowledged become reference international in aspect botany and science its derivatives.
- **Function Tourism:** KRM Surabaya has potential big as object tourism that can interesting visitors from various circles. As a place that offers beauty nature that emphasizes values scientific, garden This Can developed become destination tour education and ecotourism. Visitors Can enjoy strolling with bicycle electricity, bicycle

wind, ATV, boat or Golf Cart for enjoy view nature, climb the Marina Tower (Viewing Tower) for see the beauty of mangroves from 12-meter height or follow in - depth activities about the importance of mangroves. With proper promotion, garden This can become place tourism that supports economy local.

- **Function Conservation:** Function main KRM is as place conservation mangrove ecosystem which is very vital for continuity life various species and protection coast. Mangroves play a role important in prevention abrasion beach, reduction impact disaster natural such as tsunamis and floods, as well as as a habitat for various types of fauna. With existence garden raya this, effort mangrove conservation can be done in a way structured and managed with good. This garden can also become place restoration and restoration of damaged mangroves consequence various factor, good natural and activity man.
- **Function service others:** Functions This related with economy. What it means is produce products derivative from processing results mangrove plants become material dye natural, batik, soap, cosmetics, body scrub, source food like flour, tempeh, syrup, jam, chili sauce and so on. This makes economy public turn.

Unique thing other from KRM Surabaya is diversity very varied life. Of the 140 types of mangrove plants in the world, Surabaya has 57 types. Among them There are *Avicennia Marina*, *Indian Mangrove* or *Api- api Ludat*, *Avicennia Alba* or *Api- api Putih*, *Apple Mangrove* or *Red Pidada*, *Sea Perepat*, *Black Mangrove*, *Red Mangrove*, *Daruju*, *Sea Fern*, *Horseshoe* and many more Lots again. In addition, there is also an *Aviary* at KRM Surabaya, such as the one owned by Irfan Hakim and Alshad Ahmad, which is not there in the garden raya others. *Aviary* is a structure or pen big designed special for look after bird in environment that resembles its natural habitat. Typically, an *aviary* has sufficient size wide so that allow bird to fly freely in it. *Aviary* often used in the garden animals, park wildlife, or facility conservation as place for show off bird to visitors at a time provide environment which supports welfare bird. *Aviary* not only aiming as place maintenance bird, but it also works as means education and conservation for increased awareness public about importance to preserve various species bird.

3.2 Challenge

KRM Surabaya faces a few challenges in increase amount visit tourists. Here are a few challenges the main possible faced:

- **Accessibility:** Location of KRM (KRM) Surabaya can become challenge for tourists who use transportation general Because limitations infrastructure direct transportation connected to place this. Although available service like the *Wira-Wiri Suroboyo Feeder* with *Intermodal Terminal Route Joyoboyo (TIJ)* heading to *Mountain New*, service This only operates on weekends, so not enough flexible for visitors who come on the day work. In addition, the lack of pointer direction along journey going to KRM can make visitors difficulty find location, especially for those who are not familiar with area the.
- **Promotion and Marketing:** Nowadays, many people do not know existence or potential tour from KRM due to limited and inadequate promotional strategies capable reach audience in a way wide. In addition, the existence of KRM in digital media is still minimal. So far This is a promotional media only via website, Facebook, Instagram, TikTok, and Twitter DKPP.
 - **Environmental Constraints:** KRM Surabaya faces challenge significant related vulnerability environment. For example, visitors walking in an area that is not intended for or picking mangrove plants can damage regeneration experience mangrove trees. Risk pollution garbage, especially plastic, which can pollute land and water. If not managed with well, trash from activity visitors Can carried away current to a wider ecosystem area sensitive, damaging balance environment. In addition, the amount mosquitoes in the area make traveler feel disturbed and not comfortable.

3.3 Marketing strategies that have been done

Marketing strategy refers to a series of designed action for reach objective marketing certain. Marketing strategy consists of from planning, organizing, implementing, and supervising. Principles base from marketing that is understand need consumers, creating values, and building strong relationship with customer. KRM Surabaya which is managed by UPTD under DKPP Surabaya, in frame increase visit tour has make policy Where age 0-15 years No There is cost Ticket enter. Ticket entry at KRM Surabaya begins from 16 years old to the top with fixed price amounting to Rp. 5,000.00 is good for day Work and day holiday so as not to too burdensome society (Figure 1).

HarGa Tiket Kebun RaYa MAnGroVe Surabaya		
Tiket Masuk		
Dewasa	Rp. 5.000	Anak - Anak di bawah umur 15 tahun gratis tiket masuk.
Anak - anak	Rp. 5.000	
Tiket Sepeda Listrik		
	Rp. 50.000	Per unit perjam
Tiket Sepeda Angin		
	Rp. 20.000	Per unit perjam
Tiket Perahu air		
	Rp. 20.000	Orang naik
Tiket Sepeda Air		
	Rp. 12.000	Orang naik
Tiket ATV		
	Rp. 50.000	Orang naik
HARGA LAINNYA :		
1. WILAYAH PROFESIONAL DAN VIDEOGRAFI		
PROFESIONAL - Rp. 50.000 / UNIT		
2. NEW BRIDGEMAN ACQUITTORUM		
- Rp. 200.000 - JAM		
3. PERAKSIAN LAHAN INSIDENTE		
- Rp. 100.000 / Hari		
Tiket Mobil Golf		
Mobil Golf Seat 2	Rp. 125.000	Per unit perjam
Mobil Golf Seat 4	Rp. 200.000	Per unit perjam
Mobil Golf Seat 6	Rp. 250.000	Per unit perjam
Mobil Golf Seat 8	Rp. 300.000	Per unit perjam

Figure 1. Ticket Prices KRM Surabaya
Source: UPTD KRM Surabaya, 2024

KRM Surabaya offers experience tourism that is not only dependent on view nature, but also education about importance mangrove ecosystem for sustainability environment and society coast. Through educational tours involving visitors in activity mangrove planting or observe diversity life, tourists will feel more connected with nature and more value the existence of mangroves. This strategy create experience deep that triggers involvement emotional visitors. There is a Golden Melon application on the DKPP website for visit education group. 1 group consists of of 60 participants and did registration online at Golden Melon. Operating hours from visit education This carried out on Monday-Friday starting 08.00 to 17.00 WIB.

So far this is a promotional media KRM Surabaya is limited to social media owned by DKPP. On social media mentioned, the information presented not only about KRM Surabaya, but There is Mini-agrotourism, Balas Klumprik City Forest, Pakal City Forest, Lempung City Forest, Jeruk City Forest, and Sememi Orchid Village. These things cause focus on the news about KRM No maximum. Although function the main thing No as destination tourism, but all existing activities should Can promoted in a way directly on social media owned by KRM Surabaya itself for increase visit tourists.

KRM Surabaya as source alternative in processing material food, has produce a few products that can enjoyed directly by visitors like crackers, syrup, chili sauce, jam, and others with price affordable start from Rp.10,000.00. Working The same with more less than 30 SMEs for make t-shirts, ecoprint batik or souvenir eye others. However, moment This sale from products the Still limited to internal circles (visitors and employees).

4. Conclusion

With the increasing dependence of people on online information to find tourist destinations, the lack of digital activity at KRM Surabaya makes it less competitive with other tourist attractions. Such great potential, if not balanced with the right strategy, will be wasted. KRM Surabaya must make maximum use of social media platforms to attract tourists, especially the millennial and Gen Z generations who are very active in the digital world. The use of visual content such as photos, videos, and infographics about mangroves, as well as

activities held at the botanical garden, can increase engagement. Using relevant hashtags and utilizing features such as stories or reels can increase visibility. Collaborating with influencers and content creators who focus on nature tourism, the environment, and sustainability can help expand market reach. They can provide reviews or their personal experiences when visiting KRM Surabaya, which serve as a form of testimonial that can be trusted by the audience.

As the only botanical garden with a mangrove theme in Indonesia, this should be an opportunity to promote KRM Surabaya better so that it can encourage increased visits. Starting from showing educational activities, introducing processed Mangrove products to providing additional attractions such as cycling, ATV, and riding golf cars and boats. These promotional efforts can be carried out through creative digital marketing strategies, organizing thematic events that attract tourists, and collaborating with local communities and tourism industry players to expand market reach, so that KRM Surabaya is increasingly known as a leading tourist destination based on ecotourism and environmental education.

Processed food products or handicrafts made from mangroves can be marketed more widely, both in local souvenir shops, online markets, and abroad. Marketing of these products, in addition to being carried out through outlets in the KRM Surabaya area, can also be done by collaborating with local and international e-commerce. Given the importance of environmental conservation, KRM Surabaya can adopt a green marketing approach to attract tourists who care about the environment. This includes emphasizing KRM Surabaya's commitment to sustainability in all aspects of its operations, from waste management to the implementation of environmentally friendly practices in botanical garden facilities. Strategic steps are needed, such as educating visitors about the importance of preserving mangroves, implementing strict rules on waste management, providing adequate trash facilities, and routine patrols to ensure that visitors comply with environmental regulations. With integrated efforts, KRM Surabaya can continue to be an attractive tourist destination without sacrificing the sustainability of its ecosystem.

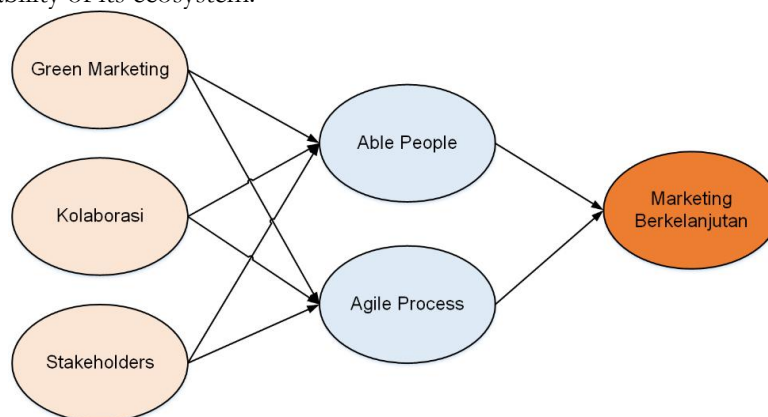


Figure 2. Recommended Marketing Strategy Model

Source: data processed by researchers

By implementing various marketing strategies, KRM Surabaya can increase its appeal, thereby increasing tourist visits, while introducing the economic potential of processed mangrove products. This is in accordance with the 5 functions of the botanical garden as an educational function, research function, tourism function, conservation function, and other service functions. The more well-known KRM Surabaya is among the public, the higher the tourist visits, the higher the economic turnover, the greater the APD that will be received by the Surabaya city government.

5. Acknowledgement

Surabaya Mangrove Botanical Garden (KRM) is the first thematic botanical garden in Indonesia with a focus on the mangrove ecosystem. In addition to having an important role in environmental conservation, KRM also has great potential as an educational tourism destination, research center, and producer of processed mangrove products. However, the challenges faced include limited accessibility, lack of effective promotion, and environmental constraints, such as visitor comfort. Marketing strategies that have been carried out, such as

affordable entrance tickets and collaboration with SMEs, still need to be optimized to attract more tourists and to market processed mangrove products more widely.

References

- [1] Andini, Melly, Marekas, Lily Ivana, Mutiarani, Dhita, Wardani, Ega, Gustina, Siska, & Yuliana. (2022). Analysis of the Potential and Attraction of Way Tebabeng Park Tourism in Jagang Village. *Community Service Cendekia*, 1 (2), 54–63. <https://doi.org/10.47637/pkmcendekia.v1i2.483>
- [2] Daniel Harvey, Rengkung, Michael M., & Rate, Johannes Van. (2020). Marine Tourism Object Development Strategy in Lirung District, Talaud Islands Regency. *Sabua: Journal of Built Environment and Architecture*, 9 (2), 125–132.
- [3] Department of Food Security and Agriculture. (2023). KRM Development Reflection book 2022 (history)[1].pdf.
- [4] Fadilla, H. (2024). Tourism Sector Development to Increase Regional Income in Indonesia. *Benefit: Journal of Bussiness, Economics, and Finance*, 2 (1), 36–43. <https://doi.org/10.37985/benefit.v2i1.375>
- [5] Haque-fawzi, Marissa, Iskandar, Ahmad Syarief, Erlangga, Heri, Nurjaya, & Sumarsi, Denok. (2022). *MARKETING STRATEGY Concept, Theory and Implementation*. In Pascal Books. Retrieved from <http://repository.ibs.ac.id/id/eprint/4973>
- [6] Introduction to Tourism. Retrieved from <https://search.app/5K3zF4QHmnlmpmFH8>
- [7] Ismayanti. (2020). Basics of Tourism (An Introduction). Retrieved from [http://repository.usahid.ac.id/322/1/Draf Buku Dasar-dasar Pariwisata - Ismayanti %281%29.pdf](http://repository.usahid.ac.id/322/1/Draf%20Buku%20Dasar-dasar%20Pariwisata%20-%20Ismayanti%20-%202020.pdf)
- [8] KEMENPAREKRAF. (2024). Outlook for Tourism and Creative Economy. In Deputy for Strategic Policy, Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency of the Republic of Indonesia Jakarta – Indonesia. https://bankdata.kemenparekraf.go.id/upload/document_satker/a6d2d69c8056a29657be2b5ac3107797.pdf
- [9] Pahlevi, Andreas Syah, & Fadlurrahman, Muhammad Arif. (2024). Application of the RACE Model to the Promotional Media of the Green Leaf Mangrove Ecotourism of Bawean Island as an Effort to Integrate Digital Marketing. *Journal of Visual Communication Design Asia*, 8 (02), 17–26. <https://doi.org/10.32815/jeskovsia.v8i02.1031>
- [10] Pandaleke, CJ, & Mananeke, L. (2019). Factors Affecting the Level of Tourist Visits in Southeast Minahasa Regency. *Journal of Economic, Management, Business, and Accounting Research*, 7 (4), 5476–5484.
- [11] Parhusip, Nancy Boru, Buwono, Sri, & Anasi, Putri Tipa. (2023). ANALYSIS OF THE POTENTIAL OF MANGROVE TOURISM OBJECTS IN THE KUPAH RIVER, SUNGAI KAKAP DISTRICT, KUBU RAYA REGENCY. 12, 2413–2422. <https://doi.org/10.26418/jppk.v12i9.69653>
- [12] Pinontoan, Nexen Alexandre, Wihardi, Doddy, Lestari, Rini, & Kristanty, Shinta. (2024). Tourism Marketing Strategy in Promoting Angke Kapuk Mangrove Nature Tourism Park as an Ecotourism Destination. *Scientific Journal of Social Dynamics*, 8 (1), 52–58. <https://doi.org/10.38043/jids.v8i1.4907>
- [13] Rinaldi, Afdhol. (2023). Marketing Mix Strategy Analysis to Increase Sales at D'Besto Fried Chicken Pekanbaru. *JAWI: Journal of Ahkam Wa Iqtishad*, 1 (4), 185–191. Retrieved from <https://naaspublishing.com/index.php/jawi/article/view/77%0Ahttps://naaspublishing.com/index.php/jawi/article/download/77/49>
- [14] Saputra, Kadek Surya Adi, Putera, Wayan Andrika, & Dewi, Ni Putu Jois Tika. (2024). Improving the Experience of Prospective Tourists with Augmented Reality Applications in the Ngurah Rai Bali Mangrove Forest Park using the RAD (Rapid Application Development) Method. (December). <https://doi.org/10.35746/jtim.v6i3.595>
- [15] Sudirman, Indrianty, & Musa, Muhammad Ichwan. (2011). Marketing Strategy. In *Scientific Papers on Economics* (Vol. 14).