

BRANDING STRATEGY DESIGN FOR TANGERANG'S OLD MARKET AREA TO INCREASE GLOBAL TOURISM ATTRACTIVENESS

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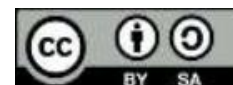
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ABSTRACT

The Old Market area of Tangerang is a tourist destination with high historical and multicultural value , but until now it has not had a structured branding strategy to reach global tourists . This study aims to design a branding strategy for the Old Market area of Tangerang to increase its global tourist appeal . The method used is descriptive qualitative with a SWOT analysis approach (Strengths, Weaknesses, Opportunities, Threats), STP (Segmenting, Targeting, Positioning), and Brand Identity Prism (Kapferer). Data were obtained through field observations , interviews , and literature studies . The results of the study show that the Old Market has unique advantages in the form of Chinese - Muslim multicultural values , authentic culinary , and the Benteng Heritage Museum as an attraction . The SWOT analysis identified great opportunities from the growing global cultural tourism trend , where foreign tourist visits to Indonesia reached 11.68 million in 2023. Based on STP, the main target is cultural heritage tourists aged 25–45 years from East Asia and Western Europe . Brand Identity Prism produces a recommended brand persona "Tangerang Living Heritage" which emphasizes authenticity. , cultural diversity , and immersive tourist experiences . This strategy is expected to be able to position Pasar Lama as a highly competitive world - class cultural tourism destination .

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INTRODUCTION

The global tourism industry has experienced a significant recovery following the COVID-19 pandemic. According to data from the World Tourism Organization (UNWTO), more than 700 million tourists traveled internationally between January and July 2023, a 43% increase compared to the same period in 2022 (Escobar-Farfán et al., 2024) . Indonesia itself recorded impressive performance, with total international tourist arrivals reaching 11.68 million throughout 2023, exceeding the initial target of 8.5 million (Sanjaya et al., 2024) . This achievement reflects Indonesia's significant tourism potential in the eyes of the world.

Amidst increasingly fierce competition among tourist destinations, regional branding has become a strategic tool that cannot be ignored. Destination branding is not just about a logo or slogan, but rather a holistic approach to shaping, developing, and maintaining a destination's unique identity (Adzani & Saputra, 2022). Destinations with a strong brand identity are able to forge deeper emotional connections with tourists and fulfill their desire for meaningful and authentic experiences (Prevolšek et al., 2024).

The Old Market area in Tangerang City is a destination with high historical and multicultural value. This area has long been an economic center that unites the cultural diversity of the Chinese and Muslim communities (Pasir & Tangerang, 2025). The Chinatown in Old Market is even considered the zero point of Tangerang City, making it the core of the city's identity (Fayyadh, 2022). With its authentic culinary attractions, the Benteng Heritage Museum, and the Boen Tek Bio Temple, this area attracts an average of around 115,835 visitors per month, especially on weekends and holidays (Pertiwi et al., 2022).

This high volume of visits has not been matched by a structured and comprehensive branding strategy. Pasar Lama lacks a clear brand identity, a consistent destination narrative, or a marketing strategy that specifically targets global tourist segments. This region's immense potential remains under-utilized on the international tourism stage. This is reinforced by recent research, which found that many destinations struggle to differentiate themselves from competitors due to inconsistent brand messaging and underdeveloped infrastructure (Adzani & Saputra, 2022).

This study aims to design a comprehensive branding strategy for the Pasar Lama Tangerang area through SWOT analysis, STP, and Brand Identity Prism (Kapferer). These three analytical frameworks were chosen because of their complementary nature: SWOT maps the internal and external conditions of the area, STP determines the right segment and position in the global market, while Brand Identity Prism builds a comprehensive and authentic brand identity dimension.

LITERATURE REVIEW

Destination Branding

Destination branding is a marketing strategy used to promote and create a unique personality for a destination, thus positively influencing visitors (Aman & Kangai, 2024). In the increasingly competitive context of global tourism, destinations must offer concepts that have a positive impact on environmental, social, and economic dimensions (Escobar-farfán et al., 2024). Recent research shows that destination brand identity has become a crucial topic in tourism research, encompassing eight main themes including tourist destinations, digital technology, and cultural heritage (Escobar-farfán et al., 2024).

A strong destination brand identity encompasses not only the visual elements of a location but also its personality, core values, and the promise it offers to travelers. Destinations with a unique brand identity and advantageous positioning are able to form emotional connections with travelers and satisfy their desire for meaningful, immersive experiences (Prevolšek et al., 2024). In the modern era, travelers are increasingly choosing destinations based on sustainability efforts and concern for environmental and social implications (Chen et al., 2025).

Tangerang Old Market Area

Tangerang's Old Market is a culinary destination with high historical and cultural value and serves as a center of community economic activity. This area not only attracts local tourists but also significantly contributes to the development of culinary MSMEs (Adzani & Saputra, 2022). The Old Market area underwent a redevelopment in late 2022 to address various emerging issues, including irregular vendor arrangements, visitor traffic flow, and waste management (Pasir & Tangerang, 2025).

Research on the post-development condition of the area shows that Pasar Lama is now a walkable culinary corridor offering authentic traditional cuisine, making it a popular destination, including for residents from outside Tangerang City (Pasir & Tangerang, 2025). The presence of the Benteng Heritage Museum in this area, which preserves the history of Chinese Peranakan since 1407, is an additional attraction that is educational and cultural. Research on tourist facilities also shows that facilities have a positive and significant influence on tourist satisfaction in this area (Chen et al., 2025).

SWOT Analysis in the Context of Tourism Destinations

A SWOT analysis is a method for evaluating the strengths, weaknesses, opportunities, and threats within a project. This analysis helps understand existing conditions, develop strategies, make informed decisions, and manage resources more effectively (Rohiem & Sari, 2023). In the tourism context, SWOT is widely used to formulate destination development strategies that adapt to global market dynamics (Nugraha & Hardika, 2023).

Segmenting, Targeting, Positioning (STP)

The STP framework is a fundamental marketing approach that helps destinations identify the most potential tourist groups (segmentation), select segments to focus on (targeting), and build the desired perception in the minds of target tourists (positioning). According to Apriliana et al. (2024), the success of a destination marketing strategy depends heavily on accurately defining target markets and establishing a distinct positioning. In an era of global competition, destinations without a clear positioning will lose their competitive edge (Chen et al., 2025).

Brand Identity Prism (Kapferer)

The Brand Identity Prism was developed by Jean-Noël Kapferer as a framework for clarifying brand identity through six interconnected brand characteristics (Sanggraeini et al., 2024). These six elements are: (1) Physique, which is identifiable physical and visual attributes; (2) Personality, which is the character and communication style of the brand; (3) Culture, which is the values, origins, and principles underlying the brand; (4) Relationship, which is how the brand interacts with its consumers; (5) Reflection, which is the image of the ideal consumer that the brand wants to portray; and (6) Self-image, which is a reflection of the internal feelings that consumers desire when interacting with the brand. In the context of tourism, the Brand Identity Prism has proven effective in understanding and building a destination identity as a unified whole (Dwi & Bhakti, 2025).

METHODOLOGY

Research Approach

This research uses a descriptive qualitative method. Descriptive qualitative research methods are used to develop knowledge or theories through the study of various sources, such as books and national and international journals. In the process, researchers compare, analyze, summarize, and combine various findings to generate new insights or ideas (Waruwu, 2024). This approach was chosen because designing a branding strategy requires a deep contextual understanding of cultural values, perceptions of community leaders, and market dynamics, which cannot be adequately captured through quantitative data alone.

Data collection technique

The data for this research was collected through the following methods :

- a. Field observation : Direct observation of the physical condition of the area, tourist activities, trader behavior, and visual elements of the Old Market area of Tangerang.
- b. Interviews : Semi-structured interviews with key informants including area managers, local traders, domestic and international visitors, and officials from the Tangerang City Tourism Office.
- c. Analysis : Analysis of secondary data includes scientific journal articles, government reports (BPS, Kemenparekraf), media news, and previous research relevant to the research topic, with a maximum publication time limit of the last 6 years (2020–2025).

Data Analysis Technician

The collected data was analyzed using three integrated analytical frameworks. First, a SWOT analysis was conducted to map the internal factors (strengths and weaknesses) and external factors (opportunities and threats) of the Pasar Lama area. Second, the STP framework was used to identify the most relevant global tourism market segments, establish primary targets, and formulate distinct positioning strategies. Third, the Brand Identity Prism (Kapferer) was used to construct a comprehensive brand identity framework for the area based on its six dimensions.

RESULTS AND DISCUSSION

Overview of the Old Market Area of Tangerang

Tangerang's Old Market area is located on Jalan Kisamaun, Sukasari Village, Tangerang District, near the Cisadane River and offers easy access to Tangerang Station and Soekarno-Hatta Airport. This area has long been a center of economic activity, reflecting the diversity of Chinese and Muslim cultures (Pasir & Tangerang, 2025). Its Chinatown area is also known as the zero point of Tangerang City, a vital part of the city's identity (Fayyadh, 2022).

In late 2022, the Old Market area was reorganized to address various issues such as vendor disorganization, visitor flow, and waste management. This reorganization transformed it into a pedestrian-friendly culinary corridor with authentic traditional culinary offerings that attract

visitors, including those from outside Tangerang City (Pasir & Tangerang, 2025).

Additionally , the Benteng Heritage Museum , which preserves the history of the Peranakan Chinese community since 1407, serves as an educational and cultural attraction (Chaniago, 2023) , and the Boen Tek Bio Temple, one of the oldest temples in the area. This area not only attracts local tourists but also plays a vital role in supporting the growth of MSMEs in the culinary sector (Adzani & Saputra, 2022) . Furthermore, research shows that tourist facilities have a positive and significant impact on visitor satisfaction levels in the area (Chen et al., 2025).

SWOT Analysis of the Old Market Area of Tangerang

Based on the results of field observations , in-depth interviews , and literature studies , the following are the results of the SWOT analysis of the Old Market area of Tangerang:

Tabel 1: SWOT Analysis

Factor	Strenghts (S)	Weakness (W)
Internal External	Old Market is known as a multicultural area harmoniously blending Chinese and Muslim cultures . Furthermore, its Chinatown area was the starting point for the development of Tangerang City and is an important part of the identity of the city .	This area does not yet have a clear brand identity or a consistent destination narrative, so its enormous potential has not been conveyed effectively. optimal to tourists , especially in the international tourism market .
Opportunities (O)	Strategy (SO)	Strategy (WO)
Tangerang's Old Market has benefited from virality on social media through food vlogger content . showcasing its culinary specialties. This momentum can be expanded to introducing historical aspects , temples , and museums, rather than focusing solely on culinary delights , PasarLama can build an image as a comprehensive	Digital campaigns can highlight the region's cultural diversity and authentic culinary delights to attract heritage tourists , the Chinese diaspora , as well as tourists from China , Singapore, Malaysia, and Western European countries .	Regional identity can be strengthened through interactive tour packages in English and Mandarin, in collaboration with tour booking platforms . international, as well as provision of multilingual information boards throughout the area .

cultural destination , not just a momentarily viral eatery .		
Threats (T)	Strategy (ST)	Strategy (WT)
Many tourist destinations struggle to differentiate themselves from competitors due to inconsistent brand messaging and inadequate supporting infrastructure. Pasar Lama could also face this situation if a clear branding strategy isn't developed quickly . dan terstructure .	Develop a strong uniqueness through the fusion of Chinese and Muslim cultures in a historic commercial area , which is a rare characteristic and distinguishes this destination from competitors in Southeast Asia and the world.	Improving physical infrastructure, cleanliness and tourism facilities is a top priority as a basis for strong branding , because a good image must be supported by a quality visiting experience so as not to damage the reputation. areas at the global level .

Analisis STP (Segmenting, Targeting, Positioning)

Segmenting (Market Segmentation)

Based on the analysis of Indonesian tourist demographic data and global tourism trends , the Pasar Lama area can target three main segments:

Tabel 2: Analisis STP

Segmen	Characteristics	Main Motivation	Potential
Domestic Food Lovers	Tourists from Jabodetabek and surrounding areas, aged 18–35 years .	Come mainly on weekends, main motivation is culinary, very active on social media, high/repeat visit frequency .	Secondary
International Cultural & Heritage Tourists	Age 25–45 years, origin East Asia (China, Taiwan, Hong Kong, Singapore) and Western Europe (Netherlands, Germany, UK), upper-middle purchasing power .	Looking for authentic historical and cultural experiences, interested in museums and local rituals, generally combine a visit with an agenda in Jakarta .	Middle-High
Students & Educational	Local and out-of-town	The visit is educational in	Low

Community	school/community groups .	nature, focusing on museums and historical-acculturation values .	
Business & Transit Travelers (Bleisure)	Business people /workers who stay at hotels around Soekarno-Hatta or Tangerang City Center	Short and flexible visit times, looking for a local experience that is practical and quickly accessible	Secondary- High

Targeting (Determining Market Targets)

Based on the results of the previous segmentation , the targeting stage was carried out to determine the most potential tourist groups as a priority in developing the branding strategy for Tangerang Old Market.

Tabel 3: Targeting

Priority	Characteristics	Main Reason
First	International cultural & heritage tourists (25-45 years old, East Asia & Western Europe)	This group is best suited to attracting global tourists, having the necessary purchasing power and motivations to align with the region's potential, such as museums, temples, and cultural diversity.
Seconds	Diaspora Tionghoa-peranakan	Having a strong emotional attachment to the region, thus has the potential to expand promotion organically through a global community network.
Supporters	Domestic food lovers & Business/transit travelers	Maintaining a stable daily traffic count and supporting the local economy, while producing viral digital content that attracts the attention of both primary and supporting targets.

Positioning

Based on the segmentation and targeting analysis , the recommended positioning for Pasar Lama Tangerang is:

"Tangerang's Old Market is the only heritage tourism area in Indonesia that offers a vibrant

and authentic fusion experience of Chinese and Muslim culture —a window into the past that still beats in the heart of a modern city."

This positioning emphasizes its unique selling proposition : the fusion of two major cultural traditions in one vibrant area that spans over six centuries. This sets Pasar Lama apart from Chinatowns in other Southeast Asian cities, which generally emphasize only Chinese cultural identity.

Prism Brand Identity Planning for the Old Market Area

Adapting Kapferer's Brand Identity Prism framework (1992), the following is the brand identity design for the Pasar Lama Tangerang area with the main brand persona "Tangerang Living Heritage":

Tabel 4: Prism Brand Identity Planning

Dimensi Prism	Tangerang Old Market Brand Elements	Implementasi Strategis
1. PHYSIQUE (Physical /Visual)	<ol style="list-style-type: none"> 200+ year old Chinese shophouse architecture as the dominant visual backdrop Boen Tek Bio Temple with dragon ornaments and red lanterns The red-gold-white color palette as the chromatic identity of the region 	Visual identity design, facade aesthetic guidelines , signage materials, and destination photography guidelines .
2. PERSONALITY (Personality)	<ol style="list-style-type: none"> Authentic and not artificial (genuinely authentic) not a destination constructed for tourism Story-rich, every corner of the area holds a living historical narrative 	Social media content tone of voice guide , tour guide script , hospitality trader training .
3. CULTURE (Culture /Values)	<ol style="list-style-type: none"> Chinese-Muslim multicultural harmony for 6+ centuries as the DNA of the Region Tolerance as a priceless and unmatched social heritage 	Community storytelling program , oral history documentation of traders , cultural tourism education module .
4. RELATIONSHIP (Relation)	<ol style="list-style-type: none"> Experiential engagement: tourists are invited to become active participants, not just passive spectators. Genuine local hospitality , not industry-conditioned hospitality 	Design cooking class programs, heritage guided tours, annual cultural festivals , "Adopt a Story" programs .
5. REFLECTION (Reflection on the Consumer)	<ol style="list-style-type: none"> Individuals aged 25–55 years, highly educated , with broad cultural literacy Cultural heritage seekers from East Asia (PRC, Taiwan, Hong Kong, Singapore, Japan) 	Digital content targeting strategy , distribution platform selection , cultural influencer collaboration .

<p>6. SELF-IMAGE (Self Image)</p>	<p>1. "I am a cultural explorer who discovers hidden gems that not everyone knows about" 2. "I understand how two great civilizations can complement each other and live in harmony "</p>	<p>Brand campaign narratives , designing memorable experiences for tourists , visitor loyalty programs , and utilizing user - generated content .</p>
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Strategy Branding Terintegrasi is recommended

Brand Tagline dan Visual Identity

Based on the designed Brand Identity Prism, the recommended tagline for this area is “Tangerang Living Heritage Where Two Worlds Meet.” This tagline describes two main things, namely a lively and dynamic area, and the meeting of two great cultures in one place. For the visual identity , it uses red , gold, and white, with design elements that combine Betawi batik motifs and Arabic and Chinese calligraphy ornaments.

Strategy Kontent Digital and Sosial Media

Considering the effectiveness of social media campaigns in raising awareness of tourist destinations (Chen et al., 2025), it is recommended to develop multilingual digital content (Indonesian, English, and Mandarin) that includes stories from third- and fourth-generation local traders, traditional culinary creation processes, a virtual tour of the Benteng Heritage Museum, and educational information about the history of Chinese-Muslim harmony in Tangerang. The main platforms used are Instagram, TikTok, and Xiaohongshu (RED) to reach East Asian tourists.

Immersive Tour Package Development

Three structured tour packages were designed , namely: (1) “Heritage Trail” in the form of a 3-hour tour to the Benteng Heritage Museum, Boen Tek Bio Temple, and traditional culinary cooking experience ; (2) “Sunrise Market Experience” which offers shopping activities at the traditional market starting at 05.00 WIB with local residents ; and (3) “Cultural Fusion Night” in the form of a mala i package with Chinese -Betawi art performances while enjoying culinary delights . These three packages can be marketed through international tourism platforms such as Viator and GetYourGuide .

Stakeholder Collaboration and Policy

The success of the branding strategy for the Old Market area of Tangerang cannot be achieved through the sole efforts of one party . It requires synergistic collaboration between various stakeholders with different but complementary roles , capacities , and interests . This collaboration needs to be supported by a strong , structured , and long - term policy framework to ensure consistent and sustainable branding implementation .

Table 5: Stakeholder Collaboration and Policy

Stakeholder Groups	Strategic Role	Form of Contribution
Regional Government (Disporabudpar & PU Department of Tangerang City)	Main regulator and facilitator	Regulation , budget , licensing , infrastructure
Local Communities & Traders Associations	Actors and guardians of cultural authenticity	Active involvement , preservation of traditions , local wisdom
Business Actors & MSMEs	Regional economic driver	Tourism products , culinary , crafts , accommodation
Academics & Research Institutions	Data providers and scientific basis	Branding studies, impact evaluation , strategy innovation
Media, Content Creator & Influencer	Amplification of branding messages	Digital content production , media coverage , viral campaigns
Platform Digital & Technology	Global infrastructure distribution	Booking platform, digital map , travel app

CONCLUSION AND SUGGESTIONS

Conclusion

This study designs a comprehensive branding strategy for the Old Market area of Tangerang through the integration of three analytical frameworks : SWOT, STP, and Brand Identity Prism (Kapferer). Several key conclusions can be formulated as follows :

- a. The SWOT analysis identified that the region's key strengths lie in its unique Chinese - Muslim multicultural values , its already high visitor volume , and the presence of the Benteng Heritage Museum as an attraction . The greatest opportunities lie in the significant growth of foreign tourists to Indonesia (11.68 million in 2023, up 98.3% from 2022) and the growing global trend of heritage tourism .
- b. The STP analysis identifies Cultural Heritage Seekers from East Asia as the primary target , with positioning as the only heritage area that offers a vibrant and authentic Chinese - Muslim cultural fusion , a rare value proposition in the world.
- c. Brand Identity Prism produces the brand persona "Tangerang Living Heritage Where Two Worlds Meet" with six cohesive identity dimensions : physique based on 200+ year - old architecture , warm and authentic personality , multicultural harmonious culture , relationships based on community interaction , reflection as a traveler who appreciates cultural depth , and self-image that provides a sense of connection with living history .
- d. The recommended integrated branding strategy includes the development of a visual identity, multilingual digital content campaigns , immersive tourism packages , and the formation of a DMO involving all regional stakeholders .

CONCLUSION

The branding strategy for Tangerang's Old Market area is a long -term strategic investment that will enhance the area's positioning as a sustainable global cultural tourism destination . By adopting the " Tangerang Living Heritage" brand persona and implementing the integrated recommendations , this area has great potential .

- a. Increase visits by foreign tourists .
- b. Positioning the Old Market as a destination of choice for cultural heritage tourists in Southeast Asia.
- c. Increase local MSME revenue and create employment opportunities.
- d. Preserving Chinese -Muslim cultural heritage as Indonesia's soft power.
- e. Increase local community identity and pride in their cultural heritage .

The successful implementation of this strategy depends heavily on consistency , long -term commitment , and synergistic collaboration among all stakeholders. Tangerang's Old Market has the potential to become one of the world's leading cultural tourism destinations .

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