

Digitalization Strategy of the Tourism and Culture Office for Promoting Local Culture in Pandeglang Regency

Nazmudin, Budi Sihabudin, Ratu Elia Jamil

Department of Government Science, Banten Raya College of Social and Political Sciences
(STISIP), Indonesia

Departement of Public Administration, Banten Raya College of Social and Political Sciences
(STISIP), Indonesia

Email Correspondence: nazmudinmsi@gmail.com

Abstract

The digitalization strategy for promoting local culture represents an effort by the Pandeglang Regency Tourism and Culture Office to introduce and preserve local culture while expanding the reach of information about it to the public. The Office utilizes various digital platforms – such as its official website, Instagram, Facebook, TikTok, and YouTube – as media to promote local culture. This study employs Fred R. David's strategy theory, encompassing strategy formulation, implementation, and evaluation. A descriptive qualitative research method was used, with data collected through interviews, observation, and documentation. The results indicate that the digitalization strategy for promoting local culture in Pandeglang Regency has been implemented quite effectively. This is evidenced by the use of various digital media, collaborations with cultural communities and art studios, and the presentation of promotional content that successfully enhances information dissemination, public knowledge, and participation in cultural activities. However, implementation faces several challenges, such as budget constraints, a shortage of personnel with digital competencies, limited supporting infrastructure, and low levels of public engagement with promotional content published on social media. Conversely, factors supporting the digitalization strategy include organizational commitment to using digital media, inter-divisional cooperation, collaborations with cultural communities and art studios, and high public enthusiasm for cultural activities. Therefore, the Pandeglang Regency Tourism and Culture Office's digitalization strategy requires strengthening through human resource capacity building, the provision of supporting facilities, optimized digital media management, and budgetary support to ensure that the promotion of local culture becomes more effective, innovative, and sustainable.

Keywords: Strategy; Digitalization; Tourism and Culture Office; Cultural Promotion

Introduction

The advancement of digital technology has brought about significant changes in governance and public service delivery. Digitalization is no longer viewed merely as the utilization of information technology, but as a transformative process that alters how governments formulate policies, make decisions, and engage with the public (Fadri & Fil,

2024). In the public sector, digital transformation serves as a strategic instrument to enhance effectiveness, efficiency, transparency, accountability, and public participation across various development areas, including the preservation and promotion of regional culture. The Indonesian government's commitment to digital transformation is reinforced by Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which encourages both central and regional governments to integrate digital technology into governance in a unified manner (Natika, 2024).

Digital transformation in the public sector is supported by the rising use of the internet in Indonesia. Data from the Indonesian Internet Service Providers Association (APJII) indicates that the internet penetration rate reached 79.50% in 2024 and is projected to rise to 80.66% in 2025 (Lusa et al., 2024). This high level of internet access demonstrates the immense potential of digital media as a means of disseminating information to the public. For regional governments, this situation presents a strategic opportunity to leverage various digital platforms for cultural promotion, enabling them to reach local, national, and international audiences more rapidly, extensively, and efficiently (Azzahran & Wibowo, 2024).

The dominance of Generation Z and Millennials among internet users further underscores the urgency of utilizing digital media for regional cultural promotion. Various digital platforms—such as official websites, Instagram, Facebook, TikTok, and YouTube—facilitate the delivery of cultural information in an interactive, engaging, and sustainable manner (Soemiratmadja & Fatmawati, 2023). However, the digitalization of cultural promotion requires more than simply transferring information to digital media. The success of promotional efforts hinges on a communication strategy capable of packaging content in an educational, creative, and participatory manner; such an approach not only enhances cultural visibility but also strengthens public understanding, appreciation, and engagement regarding local cultural values (Amelia & Prasetyo, 2023).

Pandeglang Regency, located in Banten Province, possesses a diverse array of cultural heritage. These cultural assets hold historical, social, and economic value, necessitating sustainable promotion as part of local cultural preservation efforts (Sugianto, 2024). In this context, the Pandeglang Regency Tourism and Culture Office plays a strategic role in designing and implementing cultural promotion via digital technology, ensuring that local culture remains recognized, appreciated, and passed down to future generations (Indrawati & Sari, 2024).

However, preliminary observations of the Office's official social media channels suggest that the management of digital-based cultural promotion has not yet reached an optimal level. Published content remains dominated by documentation of ceremonial events, posting frequency is inconsistent, educational narratives regarding cultural values and meanings are limited, and levels of public interaction with the content remain relatively low (Amalia & Putranto, 2024). These conditions indicate that the use of digital media focuses primarily on disseminating event information rather than serving as a public communication strategy capable of fostering sustained community engagement. Furthermore, digital promotion efforts appear to face various obstacles, such as limited human resources, a lack of systematic content management, and the absence of an integrated digital strategy (Kaseng, 2023).

This issue highlights a gap between the significant cultural potential of Pandeglang Regency and the extent to which digital technology is effectively utilized for promotion. Yet, strategically managed digitalization serves not merely as a channel for disseminating information but also as a tool to reinforce local cultural identity, boost community participation, and enhance the appeal of cultural tourism (Krisnanik et al., 2023). Consequently, a planned, integrated, and sustainable strategy is essential to ensure that the digitalization of cultural promotion yields optimal benefits for cultural preservation while simultaneously supporting regional development (Sitokdana & Tanaamah, 2016).

This study employs the strategic management theory proposed by Fred R. David, which outlines three primary stages: strategy formulation, strategy implementation, and strategy evaluation (Murhadi, 2024). These stages serve as the analytical framework for examining the digitalization strategy implemented by the Pandeglang Regency Tourism and Culture Office regarding local cultural promotion. Based on this framework, the study aims to analyze the implemented digitalization strategy and identify the factors that facilitate or hinder its execution. The findings are expected to contribute to the field of public administration—specifically regarding digital transformation in cultural promotion—and provide valuable insights for the Pandeglang Regency Tourism and Culture Office to optimize its digital-based cultural promotion strategies.

Method

This study employs a qualitative descriptive approach to gain an in-depth understanding and description of the digitalization strategies implemented by the Pandeglang Regency Tourism and Culture Office for the promotion of local culture. The research was conducted at the Pandeglang Regency Tourism and Culture Office, focusing on the digitalization strategies used for cultural promotion. Informants were selected using purposive sampling: the Head of the Tourism and Culture Office served as the key informant; the Head of the Culture Division served as the primary informant; and marketing staff, cultural practitioners or art studio managers, and members of the public served as supporting informants. Data collection involved observation, in-depth interviews, documentation review, and a literature study. Data validity was verified through source, technique, and time triangulation to enhance the credibility of the research findings (Sugiyono, 2019). Subsequently, the data were analyzed using the Miles and Huberman interactive model, comprising data reduction, data display, and conclusion drawing/verification. Through these stages, the collected data were systematically processed and interpreted to outline the digitalization strategies of the Pandeglang Regency Tourism and Culture Office regarding the promotion of local culture.

Result and Discussion

This study analyzes the digitalization strategy implemented by the Pandeglang Regency Tourism and Culture Office to promote local culture, utilizing Fred R. David's (2011) strategic management theory, which encompasses three key stages: strategy formulation, strategy implementation, and strategy evaluation. These stages serve as an

analytical framework to explain how a public organization designs, executes, and evaluates the use of digital media to support both the preservation and promotion of local culture.

Digitalization strategies within public organizations represent an adaptation to advancements in information and communication technology that are transforming interaction patterns between the government and the public. Digitalization functions not merely as a medium for information dissemination but also as an instrument for fostering public communication that is more open, participatory, and responsive. In the cultural context, digital transformation plays a vital role in expanding public access to cultural information while simultaneously strengthening local cultural identity amidst the forces of globalization.

The research findings indicate that the Pandeglang Regency Tourism and Culture Office has utilized various digital platforms—such as its official website, Instagram, Facebook, TikTok, and YouTube—to promote culture. The use of these platforms demonstrates the organization's commitment to keeping pace with information technology developments as part of an effort to extend the reach of cultural promotion to a wider audience.

At the strategy formulation stage, the use of digital media has been aligned with the organization's vision and mission and supports government policies regarding digital transformation. This demonstrates the organization's understanding of the importance of digital media as a tool for public communication. However, the formulated strategy remains general in nature and has not yet been codified into a formal digital strategy document containing measurable objectives, success indicators, audience segmentation, or content management standards.

According to Fred R. David (2011), strategy formulation begins with an analysis of the internal and external environments to identify the organization's strengths, weaknesses, opportunities, and threats before determining the strategy to be implemented. Research findings indicate that these stages have not been executed comprehensively; consequently, the development of digital media has focused more on platform usage than on formulating an integrated digital communication strategy.

The study also found that the strategy formulation process involved cultural practitioners, art studio managers, and various stakeholders through coordination forums prior to activity implementation. This involvement demonstrates a collaborative approach to determining promotional material, ensuring that the information conveyed aligns with local cultural conditions and community needs.

Strategy implementation involved publicizing various cultural activities—such as cultural festivals, art performances, traditional customs, and cultural preservation efforts—across social media and the agency's official website. Instagram emerged as the most actively utilized platform due to its ability to reach the public quickly, while Facebook, TikTok, YouTube, and the website served as supporting channels to broaden information distribution.

The use of various digital platforms reflects a shift in promotional patterns from conventional approaches to digital technology-based communication. The agency also began utilizing hashtags, keywords, and content formats that align with social media

trends to make information about cultural activities more discoverable to the public. These measures demonstrate the organization's effort to align its communication strategy with the characteristics of digital media users.

One instance of strategy implementation that garnered significant public attention was the promotion of the *Ngadu Bedug* tradition. Content regarding this tradition elicited a relatively strong response compared to other cultural content, owing to its inherent cultural appeal and existing public familiarity. These findings suggest that cultural elements possessing historical value and local identity are more likely to attract attention when packaged for digital media.

Nevertheless, research findings indicate that the majority of published content consists of post-event documentation. This pattern results in digital media functioning primarily as an archive of activities rather than as a public communication tool capable of generating public enthusiasm prior to an event or sustaining engagement after it concludes.

From a digital communication perspective, cultural promotion should go beyond merely displaying visual documentation; it should incorporate storytelling regarding the history, philosophy, symbolic meaning, and cultural values inherent in each tradition. Presenting educational and narrative content enhances public understanding of culture while simultaneously strengthening local cultural identity.

Organizationally, the strategy's implementation is supported by a division of tasks across departments. The Culture Division is responsible for providing information, data, and documentation regarding cultural activities, while the Marketing Division processes this material into digital content for publication across various official channels. This division of labor demonstrates effective internal coordination in supporting digital promotion efforts.

In addition to internal coordination, the study identified collaborations with art studios, cultural communities, and local artists. Their involvement contributes to the creation of promotional materials and fosters greater public participation in cultural preservation. Such collaborations represent a synergy between the government and the community in introducing local culture to a wider audience.

Cultural practitioners have also received training on utilizing digital media for self-promotion. Although budget constraints have prevented the training from being conducted on a continuous basis, the initiative demonstrates the local government's commitment to enhancing human resource capacity in the face of digital technological advancements.

The impact of the digital strategy is becoming evident through the increased exposure of several art studios in Pandeglang Regency. One research finding reveals that the Ciwasiat Art Studio secured opportunities to perform at events outside Pandeglang Regency after documentation of its activities was published on the official social media channels of the Tourism and Culture Office. This finding highlights the capacity of digital media to create networking, collaboration, and broader promotional opportunities for cultural practitioners. During the strategy evaluation phase, the Tourism and Culture Office conducts assessments through internal meetings and reviews of program implementation. These evaluations focus primarily on the achievement of activity targets,

the volume of publicized activities, cultural documentation, and organizational performance indicators established in the annual work plan.

However, research indicates that the evaluation process has not yet utilized digital media analytics—such as reach, engagement rates, impressions, audience growth, click-through rates, or audience characteristics—despite these being crucial metrics for assessing the effectiveness of digital communication strategies. Consequently, the organization lacks a solid foundation for refining content or determining more effective promotional strategies.

Although the use of digital data for evaluation is not yet optimal, the public perceives that the use of social media has facilitated easier access to information regarding cultural activities in Pandeglang Regency. Residents are now able to quickly access schedules for festivals, art performances, and traditional events, resulting in increased participation levels across various cultural activities.

Research findings indicate that the implementation of the cultural promotion digitalization strategy at the Pandeglang Regency Tourism and Culture Office is supported by various internal organizational factors. A key factor is leadership commitment to fostering the use of digital media for public communication and cultural promotion. This commitment is reflected in the use of various digital platforms—such as the official website, Instagram, Facebook, TikTok, and YouTube—to publicize cultural activities. Furthermore, inter-divisional coordination within the agency serves as a crucial supporting factor. The Culture Division plays a role in providing data, information, and documentation regarding cultural activities, while the Marketing Division is responsible for transforming these materials into digital content for public dissemination. This clear division of tasks creates a more effective workflow, allowing the process of disseminating cultural information to proceed in a more structured manner.

Another supporting factor is the willingness of human resources to adapt to digital technological advancements and collaborate with various stakeholders. Although the number of staff members with specialized digital media competencies remains limited, employees demonstrate initiative in learning social media management techniques, content creation, and the use of various digital platforms to support cultural promotion. Additionally, collaboration with cultural communities, art studios, and cultural practitioners contributes significantly to the provision of promotional materials. Their involvement not only enriches the variety of published content but also enhances the credibility of the information, as it originates from practitioners who understand the values, history, and significance of the traditions being promoted. External factors also provide substantial support, specifically the high level of internet and social media usage among the public. This situation offers the local government an opportunity to reach a wider audience—particularly the younger generation, who are active users of various digital platforms—thereby enabling the faster and more efficient dissemination of information regarding local culture.

Conversely, the study identifies several factors that hinder the optimization of the cultural promotion digitalization strategy. The primary obstacle stems from limited budget allocations for digital promotion activities. These limitations have hindered the optimal procurement of supporting facilities and equipment—such as professional

cameras, drones, high-specification laptops, content editing software, and access to licensed digital applications. Consequently, the quality of the resulting photos, videos, and graphic designs struggles to compete with digital content produced by other institutions. Furthermore, budget constraints limit the implementation of training and competency development for staff in areas such as digital marketing, photography, videography, visual communication design, content writing, and social media analytics. As a result, the content production process remains heavily reliant on the existing capabilities of the staff, preventing content innovation from fully flourishing.

Another obstacle is the low level of public engagement with some of the content published on the official social media channels of the Pandeglang Regency Tourism and Culture Office. The low volume of comments, shares, and user interactions indicates that the communication remains one-way and focused primarily on information dissemination. Much of the content consists of post-event documentation, failing to generate public curiosity or participation prior to the events themselves. This situation demonstrates that the success of a digitalization strategy depends not merely on the presence of social media, but on the organization's ability to craft a digital communication strategy tailored to audience needs. Therefore, it is essential to strengthen human resource capacity, increase budgetary support, provide adequate digital infrastructure, and develop content that is more creative, educational, interactive, and storytelling-driven. Additionally, the use of social media analytics for evaluation must be enhanced so that promotional strategies can be formulated based on audience behavior and preferences, thereby continuously improving the effectiveness of promoting local culture.

Overall, the research findings indicate that the digitalization strategy of the Pandeglang Regency Tourism and Culture Office has shown positive progress in supporting the promotion of local culture; however, its implementation remains at the stage of media digitalization and has not yet achieved comprehensive organizational digital transformation. Therefore, it is necessary to formulate a more integrated digital communication strategy, strengthen human resource capacity, optimize the use of digital media analytics, and develop content that is more educational, interactive, and storytelling-based. These measures are expected to enhance the effectiveness of cultural promotion, strengthen local cultural identity, and foster community participation in the sustainable preservation of local culture.

Conclusion

Based on research regarding the digitalization strategy of the Pandeglang Regency Tourism and Culture Office for promoting local culture, it can be concluded that the strategy was executed following Fred R. David's three-stage framework: strategy formulation, strategy implementation, and strategy evaluation. During the formulation stage, the Office designated the use of digital technology as a key strategy to expand the promotion of local culture. Planning involved utilizing various digital platforms—such as the official website, Instagram, Facebook, TikTok, and YouTube—to disseminate information about cultural activities. However, the digital strategy has not yet been fully integrated into a comprehensive plan, resulting in suboptimal content management.

In the implementation stage, digitalization was applied through the publication of cultural activities, festivals, art performances, and cultural information via digital media. Execution was supported by collaborations with cultural communities, art studios, cultural practitioners, and the general public to document and promote these activities. Nevertheless, implementation remains dominated by the publication of event documentation, leaving educational content regarding history, philosophy, and cultural values limited. During the evaluation stage, the Office assessed the digital promotion efforts through internal meetings and activity reviews. These evaluations serve as a basis for refining future promotion strategies, although digital-specific metrics—such as content reach, user engagement, and promotional effectiveness—require further development.

Factors supporting the digitalization strategy include organizational commitment, high public usage of digital media, partnerships with cultural communities, and the diverse cultural potential of Pandeglang Regency. Conversely, inhibiting factors include a shortage of personnel with digital competencies, budget constraints, suboptimal digital content management, and low levels of public engagement with the published promotional content. Overall, the digitalization strategy of the Pandeglang Regency Tourism and Culture Office has performed reasonably well in supporting the promotion of local culture. However, the strategy still requires strengthening in areas such as planning, human resource competency development, the creation of more innovative digital content, and the optimization of evaluation based on digital media indicators to ensure that cultural promotion is conducted more effectively and sustainably.

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