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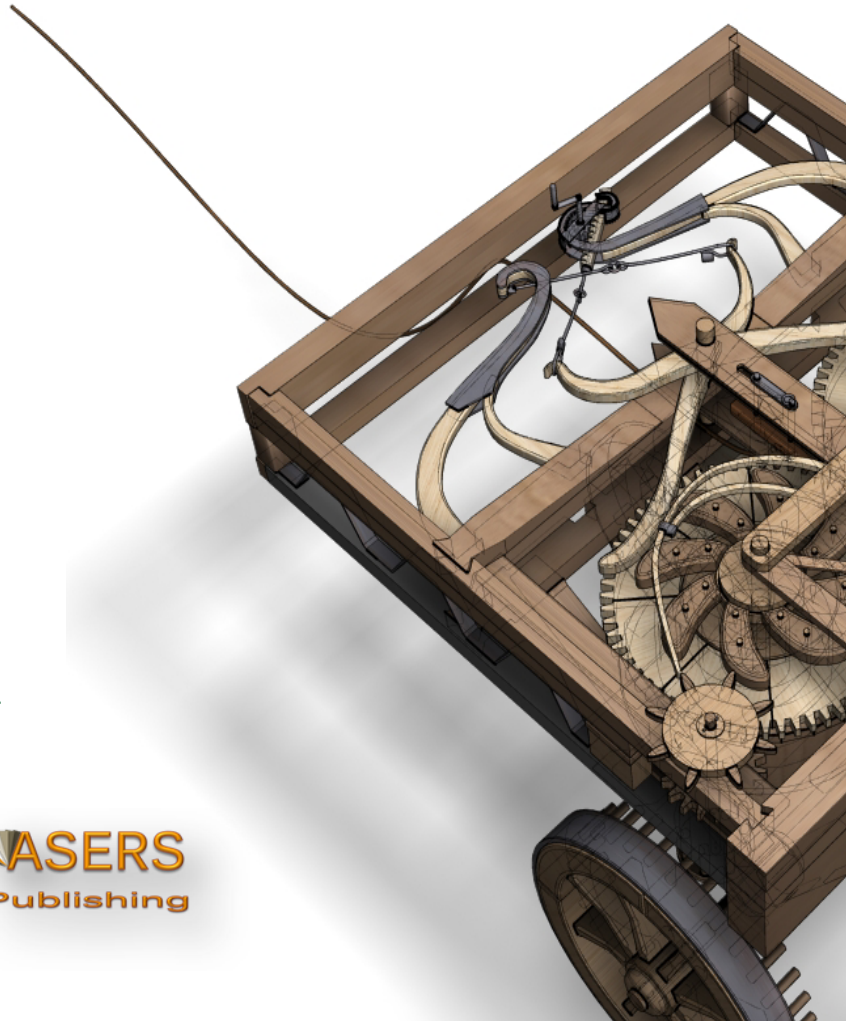
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# Call for Papers

## Volume XV, Issue 2(74)

### Journal of Environmental Management and Tourism

**Journal of Environmental Management and Tourism** is an open access, peer-reviewed interdisciplinary research journal, aimed to publish articles and original research papers that contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences. The Journal publishes original research and seeks to cover a wide range of topics regarding environmental management and engineering, environmental management and health, environmental chemistry, environmental protection technologies (water, air, soil), pollution reduction at source and waste minimization, energy and environment, modelling, simulation and optimization for environmental protection; environmental biotechnology, environmental education and sustainable development, environmental strategies and policies.

Authors are encouraged to submit high quality, original works that discuss the latest developments in environmental management research and application with the certain scope to share experiences and research findings and to stimulate more ideas and useful insights regarding current best-practices and future directions in Environmental Management.

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## Geusun Ulun Museum as Sumedang Larang Kingdom Assets Entry Points of Tourism Destinations in Sumedang

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**Abstract:** Visit to the Geusun Ulun Museum are still very low compared to other tourist attractions in West Java; a management strategy for the Geusun Ulun Museum is needed. This study aims to apply a SWOT analysis to the Prabu Geusan Ulun Palace as an entry point for Sumedang tourist destinations. The research was conducted by observation and interviews. The results showed that the Geusun Ulun Museum had the highest score of 3.82 in quadrant/position I, which means that the condition of the Geusun Ulun Museum is very profitable and has opportunities and strengths so that it can take advantage of current opportunities; the strategy used is the SO/Strength Opportunity strategy including: (1) Improving the presentation of collections to be more informative and conceptual; (2) The Nazir Prince Wakaf Sumedang Foundation, the manager of the Geusun Ulun Museum, is actively promoting and developing the Royal Sunda Museum; (3) The strategic location of the Museum is the main attraction for tourists; (4) The remaining land area is still widely used for facilities and infrastructure that still need to be created; (5) Cooperating with the private sector to promote through the internet about the Geusun Ulun Museum; (6) Package and synergize tour packages with travel agents.

**Keywords:** Geusun Ulun Museum; SWOT analysis; tourism destinations.

**JEL Classification:** L83; O18; Z11; R11.

### Introduction

Sumedang Larang Palace, located in Sumedang, West Java, is one of the tourist attractions on Jl. Rey Geusan Ulun No. 40, Regol Wetan, Sumedang Regency, West Java. Inside the Sumedang Palace, there is the Geusun Ulun Museum, which was inaugurated in 1973 and served to store historical evidence of the birth of the Sumedang Larang Kingdom in the form of heirlooms such as royal crowns, kris, spears, gamelan, golden chariots, and other artifacts (Gantina et al., 2021).

The current condition is that the Geusun Ulun Museum has 6 (six) buildings: the Srimanganti, Bumi Kaler, Gendang, Gamelan, Cultural Heritage, and Railway. The palace yard is 1.88 ha, decorated with gardens and planted with rare trees. The following are the buildings in the Geusun Ulun Museum (Meisari et al., 2021): (1) Srimanganti Building with a collection of historical relics of the Sumedang government and as a venue for the Cianjuran Sunda Song performance; (2) Bumi Kaler Building with a collection of the relics of Prince Kornel; (3) Gendang Building with a public collection; (4) Gamelan building with a collection of gamelan heirlooms and a

place to practice Kesumedangan classical dance; (5) Heritage Building with a collection of heirlooms from the Sumedang ancestors; (6) The Train Building with a collection of trains.

Historical and cultural tourism destinations at the Geusun Ulun Museum are tourist attractions crowded with tourists on weekdays and holidays. Tourists can enjoy historical and cultural tourism through historical artifacts such as war heirlooms, royal attributes, kings' equipment, and ancient manuscripts from the Sumedang Kingdom (Mahdi, 2018). In addition to enjoying the heirlooms of the Sumedang Larang Kingdom, tourists can also enjoy cultural activities routinely held at the Geusun Ulun (Tubagus et al., 2021). The Museum held the Ngumbah Pusaka and the Sumedang Ancestral Heritage Carnival, which is the pride of the Sumedang indigenous people and has become a tradition since the first, where All heirloom collections in the Geusun Ulun Museum are removed for the ceremony. Only a few interested people attended the ceremony, such as the Heads of Customs and Prabu Sumedang Larang (Thresnawaty, 2011).

The management of the Geusun Ulun Museum and its human resources were handed over by the Nazir Prince Wakaf Sumedang Foundation, where the Sumedang Larang Palace family is. The palace and the foundation cannot be separated because, at first, the palace came from a foundation, which is a waqf that has been described previously. This must be a productive waqf derived from cultural heritage to create a system for cultural reconstruction and palace revitalization. The management of the palace as a heritage tourism destination has been regulated in the organizational structure of the foundation. Human resource management is needed for the sustainable management of the Geusun Ulun Museum. Namely, several employees needed to care for and maintain this Sundanese history and culture museum so that it continues to develop and remain sustainable. The foundation, as the leader of the Geusun Ulun Museum, constantly regulates employees by determining the division of labor, work relations, delegation of authority, integration, and coordination. Then, the foundation also directs employees to do all their duties properly and controls employees to obey administrative regulations and work according to plans.

Before collaborating with outside parties, many tourists needed to learn the history and cultural tourism of the Geusun Ulun Museum because of the need for more promotion by the Nazir Prince Waqf Foundation of Sumedang. The Nazir Prince Wakaf Sumedang Foundation is now collaborating with The Lodge Group and the Faculty of Art and Design of the Jakarta Arts Institute. Cooperation with The Lodge Group is to manage tickets and events that can be promoted through Posters, Brochures, Websites, Applications, X-banners, and social media. This can attract general tourists to visit the Geusun Ulun Museum.

Meanwhile, the collaboration with the Faculty of Fine Arts and Design at the Jakarta Arts Institute is to expand the research and community service field. Community service by making accessories and decorations from resin, stage make-up for children, and making accessories from used buttons that can be used during events held at the Geusun Ulun Museum. While in the research, IKJ students can do their final assignments, and IKJ lecturers can do research with the theme of the Relics of the Sumedang Larang Kingdom. This can attract tourists from students, namely Lecturers / Teachers, and Students can visit the Geusun Ulun Museum.

The total number of visitors to the Geusun Ulun Museum increased in the number of visitors from students and the general public. This needs special attention from the museum manager, the Nazir Prince Wakaf Sumedang Foundation. Further development is needed so the Geusun Ulun Museum can show the value of its stored collections to the public. Suppose the manager is fully aware of the function and role of the Museum, which is not only a place for storing ancient objects. In that case, many people will be more interested in visiting and more concerned with the existence of a museum.

The research gap in this research is the lack of promotion before the collaboration; before collaborating with outside parties, the Geusun Ulun Museum was not well known to many tourists because of the lack of promotion carried out by the Nazir Pangeran Wakaf Sumedang Foundation. In-depth research is needed on the impact of lack of promotion on the number of visitors before and after collaboration with external parties. Then, there has been no research that focuses on aspects of human resource management for the management of the Geusun Ulun Museum, and there has been no in-depth analysis regarding the further development of the Geusun Ulun Museum as a heritage tourism destination that can better demonstrate the values of its collections. Previous research has not measured the impact of collaboration with educational institutions and businesses on increasing museum visits and development. There is a lack of prior research that uses SWOT to reveal the strengths, weaknesses, opportunities, and threats possessed by analytical museums and determine appropriate development strategies.

The novelty of the research is that this research will contribute by applying SWOT analysis to identify internal and external factors that influence the Geusun Ulun Museum. This can better understand the museum's position in the tourism market. This research will provide new insights into the impact of collaboration with



external parties, such as The Lodge Group, the Faculty of Fine Arts and Design, and Jakarta Arts Institute, on the promotion, development, and number of visitors to the Geusun Ulun Museum. The novelty of this research lies in its focus on human resource management, especially in the context of museums, which can provide new views regarding the management of the Geusun Ulun ecosystem. The contribution of this research is to give recommendations for development strategies based on SWOT analysis specific to the Geusun Ulun Museum, which can be a guide for management in increasing the attraction and desirability of the museum. This research will highlight the role of museums not only as places to store ancient objects and as educational and cultural centers that can arouse public interest and concern for cultural heritage.

## 1. Literature Review

### 1.1. Analysis SWOT

SWOT analysis is an invaluable approach in the context of business strategic planning. This method assesses the strengths, weaknesses, opportunities, and threats that may affect the business or consider factors such as product lines and competitors (Gürel, 2017). In its implementation, the initial stage involves setting business objectives or identifying the objects to be analyzed. Furthermore, strengths and weaknesses are grouped as internal factors that the company can control, while opportunities and threats are identified as external factors that may be beyond the company's control (Farida & Setiawan, 2022). The importance of SWOT analysis lies in its ability to provide a comprehensive picture of a business's position in the market and help a company understand the key factors that can influence its success (Lestari & Yunita, 2020). By sorting out internal strengths and weaknesses and identifying external opportunities and threats, companies can design more effective strategies to increase competitiveness and achieve their business goals. This analysis is an evaluation tool and a basis for making better decisions in the face of ever-changing market dynamics (Puyt et al., 2023).

SWOT is the internal positive aspects of a business entity or project that provide an advantage compared to its competitors (Nazarko et al., 2017). Strengths may involve superior resources, special skills, a good reputation, or other assets that provide a competitive advantage. Weaknesses are internal aspects that can be a challenge or challenges to the success of a business. Weaknesses can be limited resources, lack of specific skills, inefficient business processes, or other internal performance problems. Opportunities include external aspects a business entity or project can exploit to succeed. Opportunities can arise from changing market trends, technological developments, regulatory changes, or market voids that can be exploited. Threats are external factors that can hinder or threaten the success of a business. Threats may come from competitors, changes in the economic environment, regulatory risks, or consumer behavior that could harm the business' position. By identifying and understanding these strengths, weaknesses, opportunities, and threats, SWOT analysis helps organizations make more informed strategic decisions. It enables them to design effective strategies to achieve their business goals (Lorenzo et al., 2018).

### 1.3. Cultural Tourism Destination

Cultural Tourism Destination opens the door to immersive adventure, inviting tourists to immerse themselves in the cultural diversity of a region through a series of fascinating experiences. During the trip, visitors are allowed to explore historical nuances through visits to museums that display valuable heritage and to explore living historical sites that tell the story of the past in rich detail (Richards, 2018). Apart from that, the beauty of local art exhibitions also reflects the richness of creativity and expression of local culture. More than just transferring knowledge, Cultural Tourism Destinations invite tourists to be directly involved in the social life of the local community (Duan et al., 2023). Exuberant cultural festivals liven up the atmosphere with colorful traditional celebrations, dazzling artistic performances soaking up the local beauty, and unique culinary delights, highlighting an unforgettable tourist experience in this destination (Somnuxpong, 2020).

The main attraction of a Cultural Tourism Destination lies in its ability to provide a deep understanding of cultural heritage, sparking respect for the diversity of local traditions and values. Through these visits, tourists become not only witnesses of history but also an active part of efforts to preserve and develop unique and valuable cultural heritage. Apart from the undeniable cultural benefits, cultural tourism destinations also play an essential role in local economic development (Arumugam et al., 2023). The income generated from tourist visits boosts local communities' economic growth and creates employment opportunities in the tourism sector. Moreover, interactions between visitors and host communities form a sustainable network of positive cooperation, supporting sustainable development and mutual understanding between various community groups (Matteucci et al., 2022).

#### 1.4. Tourism Component 4A

Tourism products are all tangible and intangible facilities or services provided to tourists that are obtained and felt or enjoyed so that a series of trips can provide a good experience for tourists from leaving their residence to the chosen tourist destination until they return to their destination (Alwi et al., 2022). A tourist destination must own 4 (four) components to develop tourism potential: attractions, accessibility, amenities, and ancillaries (Nurbaeti et al., 2022). Tourist attractions or tourism resources significantly attract tourist arrivals and can be developed where tourist attractions are found or outside their original locations (Vengesai et al., 2009). Accessibility is a means and infrastructure that makes it easy for tourists to move from one area to another. Important factors related to tourist accessibility include directions, airports, terminals, the time required, travel costs, and frequency of transportation to tourist sites (Fitra et al., 2019). Amenities are all kinds of supporting facilities and infrastructure while tourists are in tourist destinations, including accommodation needs, provision of food and drinks, theaters, entertainment venues, and shopping areas (Rangkuti, 2015). Facilities are not an attraction for tourists, but a condition that determines the duration of a tourist's stay, and a lack of facilities will make tourists avoid specific destinations (Nurbaeti et al., 2022). Additional services include various organizations that facilitate and encourage the development and marketing of a tourist destination (Kumar et al., 2015).

## 2. Research Methodology

Primary data were obtained from interviews and observations related to research at the Geusun Ulun Museum. Secondary information is data obtained and collected from previous research published by various other agencies. Secondary data in this study are in the form of documents and literature. Data collection techniques were used to obtain data in this study through observation, interviews, and questionnaires. Data in this study will be collected using a questionnaire for interested parties. The data analysis method used in this research is descriptive with a qualitative approach. The technique used is to analyze the internal environment (strengths and weaknesses) and external (opportunities and threats) of the Geusun Ulun Museum, which is the basis for conducting a SWOT analysis. SWOT analysis is carried out through the IFE matrix (Internal Factor Evaluation), which will describe the most significant strengths and weaknesses of the Geusun Ulun Museum, and the EFE matrix (External Factor Evaluation), which will explain the opportunities and threats factors owned by the Geusun Ulun Museum. Geusun Ulun Museum. The Geusun Ulun Museum and the IE (Internal External) matrix show where the Geusun Ulun Museum is now.

The type of data used in this research is qualitative data. Qualitative data is data expressed in the form of numbers or data presented in the form of words that contain meaning (Auer-Srnka & Koeszegi, 2007). Qualitative data in this study came from interviews, field notes, and official documents; after that, the data was collected and then processed and explained according to the data (Bowen, 2009). Descriptive (qualitative) assessment includes collecting data to test hypotheses or answer questions about the current status of research subjects (Creswell, 2014). Descriptive data is collected through a list of questions in surveys, interviews, or observations; data comes from two sources, namely secondary data and primary data (William, 2007). Primary information is collected by someone directly from the object under study and for research through interviews and observations (Taherdoost, 2022).

The SWOT analysis process involves determining the specific objectives of a business venture or project and identifying factors that internal and external supports and those that do not achieve these goals, including (Yunita & Lestari, 2020): (1) Strength is an internal factor that supports the company in achieving its goals, and supporting factors can be in the form of resources, expertise, or other advantages that may be obtained thanks to financial sources, image, excellence in the market, as well as good relations between buyers and suppliers; (2) Weaknesses are internal factors that hinder a company from achieving its goals, inhibiting factors can be in the form of incomplete facilities, lack of financial resources, management skills, marketing expertise, and corporate image; (3) Opportunities; external factors that support the company in achieving its goals. External factors that support the achievement of goals can be in the form of policy changes, changes in competition, changes in technology, and developments in supplier and buyer relationships; (4) Threats are external factors that hinder the company in achieving its goals, external factors that hinder the company can be in the form of the entry of new competitors, slow market growth, increased bargaining power of the leading suppliers and buyers, technological changes and new policies.

The stages of the SWOT analysis are Istan (2022) and Suci et al. (2021): (1) Determine the factors that are the strengths and weaknesses of the company in column 1; (2) Giving weight to each of these factors on a

scale ranging from 1.0 (most important) to 0.0 (not essential), based on the influence of these factors the sum may not exceed a total score of 1.00); (3) Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (excellent) to (poor), based on the influence of these factors on the condition of the company concerned, variables with a positive sign are obtained (all variables included in the strength category are given a value ranging from +1 to with +4 (very good) by comparing with the industry average or with the leading competitor, while the negative variable is the other way around; (4) Multiply the weight of column 2 by the weight of column 3, for obtaining factor weighting in column 4. The result is a weighted score for each factor whose characteristics vary from 4.0 (Very Good) to 1.0 (Poor); (5) Add up the weighted score (in column 4) to get the weighted total score for the company concerned; this total value shows how a company reacts to its internal strategic factors. SWOT analysis shows that internal and external factors can determine company performance. SWOT analysis compares external factors, namely opportunities and threats, with internal factors, namely strengths and weaknesses (Rangkuti, 2015).

Quadrant I is a very favorable situation. The company has opportunities and strengths to take advantage of existing opportunities. Quadrant II, although facing various threats, this company still has internal strength. Using product or market strategies, the strategy must use strength to take advantage of long-term opportunities. In Quadrant III, the company faces a considerable market opportunity; however, on the other hand, it has to deal with some internal weaknesses. This condition minimizes internal problems so that it can seize better market opportunities. Quadrant IV is unfavorable; the company faces various internal threats and weaknesses. Calculate the weights for internal and external factors, including 100% or 1 (Oetomo & Ardini, 2012; Safa'at et al., 2021).

### 3. Result and Discussion

#### 3.1 Attractions

The Geusun Ulun Museum has an extensive collection of relics of historical objects from the Sumedang Larang Kingdom; the following attractions are cultural tourist attractions: The Srimanganti Building Houses, The Bumi Kaler Building, The Gamelan Building Houses, Gedung Gedeng stores the and Ngumbah Pusaka and the Sumedang Ancestral Heritage Carnival. The Srimanganti Building houses an extensive collection of historical objects, including the Karnataka cannon left by the Kompeni, gamelan panglipur left by Prince Rangga Gede in 1625-1633, Gamelan Pangasih left by Prince Kornel in 1791-1828, and gamelan Sari Arum left by Prince Sugih in 1836-1882. The Bumi Kaler building stores ancient books/scripts consisting of a handwritten Al-Quran from the 19th century, the early 18th century waruga jagad book, and a history book from the 19th century and pegon letters. Apart from the book, there are collections of domestic and foreign currency, tiger statues, parades, altars for circumcised children in the 19th century, and books from the regents' collections. The gamelan building houses several gamelans, including the 19th-century gamelan sari oneng parakan salak, which was included in exhibitions in Amsterdam in 1883, Paris in 1889, and Chicago in 1893. Apart from the gamelan sari, one para kan salak, gamelan sari, one Mataram 17th century heritage Prince, Panembahan, and several other gamelans from the 18th century. Gedung Gedeng stores heirlooms, conventional weapons, keris, swords, spears, crowns, royal clothing, and manuscripts (Quran, wawacan, books, paririmon) and types of cariosan (history, saga, manakib, history). The Geusun Ulun Museum annually organizes Ngumbah Pusaka and the Sumedang Ancestral Heritage Carnival, which is the pride of the Sumedang indigenous people and has been a tradition since long ago, where all the heirloom collection objects in the Geusun Ulun Museum are taken out for the ceremony.

#### 3.2. Accessibility

The Geusun Ulun Museum has advantages compared to other museums in West Java, especially in terms of its very strategic location. Located in the city center and close to Sumedang City Square, the Geusun Ulun Museum is a destination that is very easy to reach for visitors. Apart from that, the asphalt road to the Museum makes it easy for public and private vehicles to reach the location. Public transportation facilities involving KRL, buses, conventional motorbike taxis, and online motorbike taxis are also available, providing various transportation options for visitors. Also, the Geusun Ulun Museum ensures the comfort of tourists with clear signage leading to the museum location. This aims to make it easier for visitors to find and visit the Museum, providing a more enjoyable tourist experience. With good infrastructure and accessibility, the Geusun Ulun Museum is not only a culturally exciting destination but also provides practical convenience for visitors to enjoy and explore the rich history of the Museum.



### 3.3. Amenity

The Geusun Ulun Museum provides adequate visitor facilities, including a large parking area, a prayer room for worship, and clean water and toilet facilities. Lodging is also available in various forms, such as hotels and motels around the Museum; however, interestingly, there are no homestays managed by the local community. This shows an opportunity for museum managers to develop partnerships with local communities so that homestays can become a more personal lodging option and are closely linked to local life. Around the Geusun Ulun Museum are souvenir shops and eating places offering various kinds of food and drinks. However, what is more interesting is that the manager of the souvenir shop and eating place comes from outside Sumedang City. This allows local businesses to be promoted by empowering local business actors to manage gift shops and eating places around the Museum. Even though the tour guides come from the Geusun Ulun Museum community, involving more local parties can provide a dimension of sustainability and a more authentic tourism experience for visitors.

### 3.4. Ancillary

Geusun Ulun Museum recognizes the importance of collaborating with travel agents to promote tour packages and guides. Through this partnership, the Museum can be better known and become a tourist attraction. This collaboration also opens up opportunities to empower local guides and create more diverse tour packages, improving the tourist experience when visiting the Geusun Ulun Museum. On the other hand, this Museum also collaborates closely with the Sumedang Regency Government and the Sumedang City Community. Every year, they hold a Heirloom Ngumbah and Sumedang Ancestral Heritage Ceremony. This activity is a routine event and a source of pride for the Sumedang traditional community. This collaboration reflects a shared commitment to preserving local cultural and historical heritage and strengthening identity and togetherness in the Sumedang community. With a combination of local cooperation and broader promotional efforts, the Geusun Ulun Museum can create a sustainable positive impact in advancing tourism and introducing the rich culture of Sumedang to the world.

### 3.5. Strength

Strength is the capability of the Geusun Ulun Museum, which makes it superior to other museums in West Java in meeting visitors' needs. Strength arises from the resources and competencies available at the Geusun Ulun Museum. The following are the powers that exist in the Geusun Ulun Museum: (1) The source of funding comes from the management of palace assets such as 150 hectares which is the most significant income by renting out Rp.1,000 per meter of land to be used for the surrounding community; (2) Entrance tickets to the Geusun Ulun Museum are relatively cheap and affordable for all people; (3) Geusun Ulun Museum has an extensive collection of historical relics of the Sumedang Forbidden Kingdom; (4) The location is very strategic in Sumedang City; (5) Having activity programs that involve the general public such as research and community service activities involving lecturers, students and the community, then Ngumbah Pusaka and the Sumedang Ancestral; (6) Having activity programs that involve the general public such as research and community service activities involving lecturers, students and the community, then Ngumbah Pusaka and the Sumedang Ancestral Heritage Carnival involving the Sumedang indigenous community; (7) The number of collaborations between the Nazir Pangeran Wakaf Sumedang Foundation and the Sumedang Regency Government, the Faculty of Fine Arts and Design, the Jakarta Arts Institute and The Lodge Group to increase the attractiveness of tourist visits with a new look but still maintain the old values.

### 3.6. Weakness

The weaknesses of the Geusun Ulun Museum are limitations or deficiencies in one or more resources or capabilities of a museum against other Geusun Ulun Museums in effectively meeting consumer needs. In practice, these limitations and weaknesses can be seen in the facilities owned, low managerial skills, marketing skills not by market demands, and products that are less or less attractive to less able tourists. The following are the weaknesses of the Geusun Ulun Museum: (1) The circulation flow in each showroom at the Prabu Geusan Ulun Museum is unstructured, and visitors are free to view and observe collections so that visitors feel confused; (2) Lack of employees who have formal tourism education, information about museums, culture/technology, use of English; (3) There is no collaboration with travel agents for tour package promotions; (4) There is no Service Standard yet; (5) There are no homestays and restaurants managed by the community around the Geusun Ulun Museum.

### 3.7. Opportunity

Opportunity is the primary profitable situation in the Geusun Ulun Museum environment. The primary trend is one source of opportunity. Identification of previously overlooked market segments, changes in competitive/regulatory conditions, technological changes, and improved relations with buyers/sellers can be opportunities for the Geusun Ulun Museum. The following are the opportunities that exist at the Geusun Ulun Museum: (1) Has attractive historical and cultural potential to be developed again; (2) Increase in the number of museum tourists in the future; (3) Sumedang Regency Government support for historical and cultural tourism; (4) Private collaboration support with the Museum; (5) Advances in information technology to make it easier for tourists to access the existence of the Museum; (6) The image of Sumedang Regency tourism that continues to improve and shows increasing growth; (7) The customary and cultural conditions of the people of Sumedang Regency are polite and friendly.

### 3.8. Threat

The threat is a significant situation that could be more profitable within the Geusun Ulun Museum environment. Threats are the main obstacle for the Geusun Ulun Museum in achieving its current or desired position. The entry of new competitors, slow market growth, increased bargaining power of significant buyers/suppliers, technological changes, and revised or updated regulations can all become barriers to the success of the Geusun Ulun Museum. The following are the threats to the Geusun Ulun Museum: (1) A similar tourist attraction is a museum that has been significantly developed; (2) Low public awareness of historical heritage; (3) Lack of public understanding of museums; (4) The emergence of entertainment centers such as malls; (5) Changing people's lifestyle.

Table 1. Internal Factor Analysis Summary

No	Strength	Weight	Rating	Score
1	The source of funding comes from the management of palace assets such as 150 hectares, which is the most significant income by renting out Rp.1,000 per meter of land to be used for the surrounding community	0.08	4	0.32
2	Entrance tickets to the Geusun Ulun Museum are relatively cheap and affordable for all people	0.08	4	0.32
3	Geusun Ulun Museum has an extensive collection of historical relics of the Sumedang Forbidden Kingdom	0.06	4	0.24
4	The location is very strategic in Sumedang City	0.06	4	0.24
5	Potential as a place for research and educational tours for students, namely kindergarten, elementary, junior high, and high school	0.08	4	0.32
6	Having activity programs that involve the general public, such as research and community service activities involving lecturers, students, and the community, then Ngumbah Pusaka and the Sumedang Ancestral Heritage Carnival involving the Sumedang indigenous community	0.08	4	0.32
7	The number of collaborations between the Nazir Pangeran Wakaf Sumedang Foundation and the Sumedang Regency Government, the Faculty of Fine Arts and Design, the Jakarta Arts Institute, and The Lodge Group to increase the attractiveness of tourist visits with a new look but still maintain the old values.	0.06	4	0.24
Total Score		0.50		2.00
No	Weakness	Weight	Rating	Score
1	The circulation flow in each showroom at the Prabu Geusan Ulun Museum is unstructured, and visitors are free to view and observe collections so that visitors feel confused	0.15	4	0.60
2	Lack of employees who have formal tourism education, information about museums, culture/technology, use of English	0.10	4	0.40
3	There is no collaboration with travel agents for tour package promotions	0.12	3	0.36

No	Strength	Weight	Rating	Score
4	There is no Service Standard yet	0.06	3	0.18
5	The community around the Geusun Ulun Museum manages no homestays and restaurants	0.07	3	0.21
Total Score		0.50		1.75
Sub Total		1.00		0.25

Source: Processed by Researchers (2022)

Table 2. External Factor Analysis Summary

No	Opportunity	Weight	Rating	Score
1	Has attractive historical and cultural potential to be developed again	0.08	4	0.32
2	Increase in the number of museum tourists in the future	0.08	4	0.32
3	Sumedang Regency Government support for historical and cultural tourism	0.08	4	0.32
4	Private collaboration support with the Museum	0.08	4	0.32
5	Advances in information technology make it easier for tourists to access the existence of the Museum.	0.06	3	0.18
6	The image of Sumedang Regency tourism continues to improve and shows increasing growth	0.06	3	0.18
7	The customary and cultural conditions of the people of Sumedang Regency are polite and friendly	0.06	3	0.18
Total Score		0.50		1.82

No	Threat	Bobot	Rating	Score
1	A similar tourist attraction is a museum that has been significantly developed	0.10	4	0.40
2	Low public awareness of historical heritage	0.10	3	0.30
3	Lack of public understanding of museums	0.10	3	0.30
4	The emergence of entertainment centers, such as malls	0.10	3	0.30
5	Changing people's lifestyle	0.10	3	0.30
Total Score		0.50		1.60
Sub Total		1.00		0.20

Source: Processed by Researchers (2022)

### 3.8. SWOT Matrix

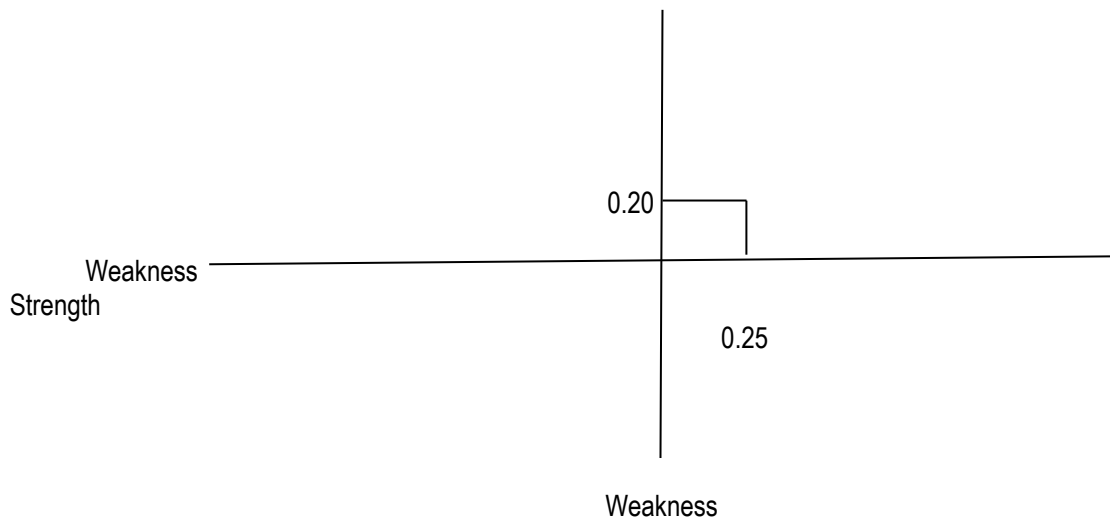
The SWOT matrix is a tool used to compile the strategic factors of the Geusun Ulun Museum, and the SWOT diagram consists of 4 quadrants, namely Quadrants I, II, III, and IV.

Table 3. SWOT Matrix Museum Geusun Ulun

IFAS/EFAS	Strength	Weakness
Opportunity	SO Strategy: $2.00 + 1.82 = 3.82$ (I)	WO Strategy: $1.75 + 1.82 = 3.57$ (III)
Threat	ST Strategy: $2.00 + 1.60 = 3.60$ (II)	WT Strategy: $1.75 + 1.60 = 3.35$ (IV)

Source: Processed by Researchers (2022).

Figure 1. SWOT Chart Museum Geusun Ulun  
Opportunity



Source: Processed by Researchers (2022).

The results above indicate that the primary strategy produced is the SO strategy, with the highest score of 3.82 in position I, which means that the condition of the Geusun Ulun Museum is very profitable and has opportunities and strengths to take advantage of current opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (growth-oriented).

The total score of each factor can be broken down into strengths of 2.00, weaknesses of 1.75, and opportunities of 1.82. Then, the threat is 1.60, the difference in the total score of advantages and disadvantages is 0.25, and the difference between the real opportunities and threats is 0.20. The SWOT analysis diagram above shows that the Geusun Ulun Museum is taking advantage of the current opportunities. So, it is clear that the Geusun Ulun Museum must choose and use an aggressive or developing strategy that includes conditions of strength and opportunity to be in a good position (SO strategy). The Geusun Ulun Museum has a collection of heirlooms from the Sumedang Larang Kingdom, rich in historical meaning and value. This is the potential that can be generated by the manager of the Geusun Ulun Museum as an entry point for tourist destinations in Sumedang.

The methods used by the Geusun Ulun Museum can be developed (SO/Strength Opportunity strategy) as follows: (1) Presenting the collections of the Geusun Ulun Museum is informative and conceptualized to be able to build emotions with visitors; (2) Geusun Ulun Museum is managed by the Prince of Wakaf Sumedang Nazir Foundation, which has a kinship with the Sumedang Larang Palace, which is the potential manager to promote and develop the Sunda Kingdom Museum actively; (3) The strategic location of the Geusun Ulun Museum, which is located in the center of Sumedang city, is a unique attraction for tourists; (4) The remaining land available for the provision of facilities and infrastructure that does not yet exist; (5) Cooperating with the private sector to promote through the internet and reproduce information related to the Geusun Ulun Museum; (6) Packaging and synergizing tour packages with nearby tourist attractions that are more popular with travel agents.

The ST strategy uses the strengths of the Geusun Ulun Museum to overcome the threats it faces. The strategy is to increase security and strengthen the potential that is the hallmark of the Geusun Ulun Museum, with programs including the following: (1) Museum program as an attractive place for the younger generation; (2) Training for human resources owned by museums; (3) Maintenance of museum amenities; (4) Maintain good relations with agencies and media.

The WO strategy is implemented by minimizing weaknesses to take advantage of opportunities. The strategy is to develop basic and supporting facilities and infrastructure for tourism around the Geusun Ulun Museum, with a program as follows: (1) Expanding market share, especially the domestic market; (2) Doing promotions and cooperation with travel agencies, hotels, restaurants, and other tourism service businesses; (3) Doing promotion to schools and colleges about existence Geuseun Ulun Museum; (4) Organizing events such as seminars, conferences or exhibitions at the Geusun Ulun Museum in collaboration with government and private institutions.

The WT strategy is based on defensive activities that minimize weaknesses and avoid threats. The alternative strategy is the development of museums and human resources, with programs including the following: (1) Improving the quality of human resources of the Geuseun Ulun Museum Management Body through tourism courses and training, in collaboration with tourism educational institutions, as well as by proposing the formation of technical personnel tourism or employee mutations within the Sumedang Regency Regional Government; (2) Cooperating with the Indonesian Tour Guide Association to improve the quality of service for tourist guides at the Geusun Ulun Museum; (3) Organizing outreach, working with related parties about benefits the importance of the existence of a museum, in order to be able to increase awareness and interest people to visit museums.

Table 4. Matrix SWOT Analysis

IFAS	STRENGTH	WEAKNESS
	<ol style="list-style-type: none"> <li>1. The funding source comes from managing palace assets such as 150 hectares, which is the most significant income by renting out Rp.1,000 per meter of land to the surrounding community.</li> <li>2. Entrance tickets to the Geusun Ulun Museum are relatively cheap and affordable.</li> <li>3. Geusun Ulun Museum has an extensive collection of historical relics of the Sumedang Forbidden Kingdom.</li> <li>4. The location is very strategic in Sumedang City.</li> <li>5. Having activity programs that involve the general public, such as research and community service activities involving lecturers, students, and the community, then Ngumbah Pusaka and the Sumedang Ancestral</li> <li>6. Having activity programs that involve the general public, such as research and community service activities involving lecturers, students, and the community, then Ngumbah Pusaka and the Sumedang Ancestral Heritage Carnival involving the Sumedang indigenous community</li> <li>7. The number of collaborations between the Nazir Pangeran Wakaf Sumedang Foundation and the Sumedang Regency Government, the Faculty of Fine Arts and Design, the Jakarta Arts Institute, and The Lodge Group to increase the</li> </ol>	<ol style="list-style-type: none"> <li>1. The circulation flow in each showroom at the Prabu Geusan Ulun Museum is unstructured, and visitors are free to view and observe collections, so visitors feel they need clarification.</li> <li>2. Lack of employees who have formal tourism education, information about museums, culture/technology, use of English.</li> <li>3. There is no collaboration with travel agents for tour package promotions.</li> <li>4. There is no Service Standard yet</li> <li>5. The community around the Geusun Ulun Museum manages no homestays and restaurants.</li> </ol>



EFAS

attractiveness of tourist visits with a new look but still maintain the old values.

OPPORTUNITY	S – O	W – O
<ol style="list-style-type: none"> <li>1. Has attractive historical and cultural potential to be developed again</li> <li>2. Increase in the number of museum tourists in the future</li> <li>3. Sumedang Regency Government support for historical and cultural tourism</li> <li>4. Private collaboration support with the Museum</li> <li>5. Advances in information technology to make it easier for tourists to access the existence of the Museum;</li> <li>6. The image of Sumedang Regency tourism continues to improve and shows increasing growth.</li> <li>7. The customary and cultural conditions of the people of Sumedang Regency are polite and friendly.</li> </ol>	<ol style="list-style-type: none"> <li>1. Presenting the collections of the Geusun Ulun Museum is informative and conceptualized to build emotions with visitors.</li> <li>2. Geusun Ulun Museum is managed by the Prince of Wakaf Sumedang Nazir Foundation, which has a kinship with the Sumedang Larang Palace, which is the potential manager to promote and develop the Sunda Kingdom Museum actively.</li> <li>3. The strategic location of the Geusun Ulun Museum, located in the center of Sumedang city, is a unique attraction for tourists.</li> <li>4. The remaining land available for the provision of facilities and infrastructure that does not yet exist</li> <li>5. Cooperating with the private sector to promote through the internet and reproduce information related to the Geusun Ulun Museum</li> <li>6. Packaging and synergizing tour packages with nearby tourist attractions that are more popular with travel agents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expanding market share, especially the domestic market</li> <li>2. Doing promotions and cooperation with travel agencies, hotels, restaurants, and other tourism service businesses</li> <li>3. Promotion to schools and colleges about the existence of the Geuseun Ulun Museum</li> <li>4. Organizing events such as seminars, conferences, or exhibitions at the Geusun Ulun Museum in collaboration with government and private institutions</li> </ol>
THREATS	S – T	W – T
<ol style="list-style-type: none"> <li>1. A similar tourist attraction is a museum that has been significantly developed.</li> <li>2. Low public awareness of historical heritage</li> <li>3. Lack of public understanding of museums</li> <li>4. The emergence of entertainment centers, such as malls</li> <li>5. Changing people's lifestyle.</li> </ol>	<ol style="list-style-type: none"> <li>1. The museum program is an attractive place for the younger generation</li> <li>2. Training for human resources owned by museums</li> <li>3. Maintenance of museum amenities</li> <li>4. Maintain good relations with agencies and media</li> </ol>	<ol style="list-style-type: none"> <li>1. Improving the quality of human resources of the Geuseun Ulun Museum Management Body through tourism courses and training in collaboration with tourism educational institutions, as well as by proposing the formation of technical personnel tourism or employee mutations within the Sumedang Regency Regional Government</li> <li>2. Cooperating with the Indonesian Tour Guide Association to improve the quality of service for tourist guides at the Geusun Ulun Museum</li> <li>3. Organizing outreach and working with related parties about the benefits and the importance of</li> </ol>

the existence of a museum in order to be able to increase awareness and interest people to visit museums.

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Source: Processed by Researchers (2022)

## **4. Discussion**

### **4.1 Strategy SO (Strength Opportunity)**

The strength opportunity strategy implemented by the Geusun Ulun Museum, which the Prince Wakaf Sumedang Nazir Foundation manages, includes the ability to present collections in an informative and conceptual manner. This Museum, with close ties to the Sumedang Larang Palace, is strategically located in the center of Sumedang city, attracting the attention of tourists with its unique attractions related to history and culture. The remaining land that can be utilized to provide facilities and infrastructure that does not yet exist provides an excellent opportunity for further development, illustrating positive potential in the context of sustainability and improving the facilities of the Geusun Ulun Museum. Furthermore, this strategy emphasizes active collaboration with the private sector to exploit the marketing potential via the internet and increase information related to museums. This collaboration can be a proactive step in increasing visits to the Geusun Ulun Museum. Another effort involves packaging and synergizing tour packages with nearby tourist attractions that are more popular with travel agents, strengthening the Museum's position as an attractive tourist destination and creating an integrated tourist experience. Thus, the SO strategy implemented by the Geusun Ulun Museum creates a strong foundation for the growth and sustainability of the Museum as a competitive tourist destination.

### **4.2 Strategy WO (Weakness Opportunity)**

Geusun Ulun Museum, in designing opportunities for strategic weaknesses, must be able to expand market share, especially domestically, by implementing promotional strategies and cross-sector collaboration. Collaboration with travel agencies, hotels, restaurants, and other tourism service businesses is the main focus in increasing the visibility and attractiveness of museums. The management of the Prince Wakaf Sumedang Nazir Foundation, which is responsible for the Geusun Ulun Museum, also needs to seek effective partnerships to ensure the wishes and development of the Museum. The foundation must also actively promote the Geusun Ulun Museum to educational institutions such as schools and universities. This effort aims to provide information about the Museum's existence to the younger generation, supporting their understanding of history and culture. Also, holding events such as seminars, conferences, or exhibitions at museums involving collaboration between government and private agencies can be an effective forum for introducing this Museum to the broader community. It is hoped that active involvement from various parties can create positive support in advancing and developing the Geusun Ulun Museum as a meaningful tourist destination.

### **4.3 Strategy ST (Strength Threats)**

The Geusun Ulun Museum designed a threat force strategy to create programs that appeal to the younger generation. This effort includes creating interactive platforms that invite participation and increase their understanding of history and culture. In human resource management, the Museum is also trained to improve its staff's competence and skills, aiming to provide high-quality services to visitors. Another priority is the maintenance of museum facilities, which aims to create a comfortable and adequate environment for visitors, making the visiting experience more satisfying. In addition, the Geusun Ulun Museum maintains good relations with agencies and the media as an integral part of this strategy. Through effective communication, the Museum tries to increase its visibility to attract more people's attention. Through close collaboration with government agencies and the media, this Museum supports growth and development as a cultural institution that not only plays a role in preserving history and culture but also actively participates in building communities and advancing local wisdom values.

### **4.4 Strategy WT (Weakness Threats)**

The management of the Geuseun Ulun Museum shows its activeness in designing strategies to deal with weaknesses and threats by focusing efforts on improving the quality of human resources. They not only hold tourism courses and training but also collaborate with tourism education institutions. Apart from that, they were active in encouraging the formation of tourism technical personnel or involving the murder of employees within the Sumedang Regency Regional Government. This action reflects the museum management's commitment to

strengthening the human resources capacity in museum operations and management. Furthermore, to improve the quality of service to visitors, the management of the Geuseun Ulun Museum is collaborating with the Indonesian Tourist Guide Association. This collaboration aims to develop the competence and professionalism of tour guides at the Geusun Ulun Museum, thereby providing a more satisfying tourism experience. With the Museum's involvement in this initiative, the quality of service can be improved, create a stronger attraction for visitors, and improve the Museum's image as a superior tourist destination.

### Conclusions and Further Research

From the analysis above, it is stated that the Geusun Ulun Museum should use a development strategy in its development strategy. That is, the strength (Strength) is greater than the opportunity (O), which means that the choice of strategy is rapid growth by taking advantage of the strengths and opportunities the Museum possesses. The calculations comparing strengths and weaknesses in the IFAS and EFAS tables IFAS calculations show that strengths are more significant than weaknesses. Meanwhile, the EFAS calculation shows that the opportunities are more significant than the threats. From the analysis that has been done, the Geusun Ulun Museum chooses and uses an aggressive or developing strategy, which includes the condition of strengths and opportunities to be in a good position, namely the SO Strategy.

The management strategy of the Geusun Ulun Museum as an entry point for tourist destinations in Sumedang can be implemented with the SO program strategy: (1) Increasing the collection to be more informative and conceptual; (2) The Nazir Prince Wakaf Sumedang Foundation as the manager of the Geusun Ulun Museum, is actively promoting and developing the Royal Sunda Museum; (3) The strategic location of the Museum is the main attraction for tourists; (4) The remaining land area is still widely used for facilities and infrastructure that do not yet exist; (5) Cooperating with the private sector to promote through the internet about the Geusun Ulun Museum; (6) Package and synergize tour packages with travel agents.

Suggestions for future researchers are: (1) Future researchers are expected to conduct in-depth research on artifacts, historical relics, and cultural uniqueness owned by museums. Thus, this research can provide more prosperous and more contextual insight into the role of the Geusun Ulun Museum as an asset of the Sumedang Kingdom; (2) Future researchers can look for ways to improve the visitor experience at the Geusun Ulun Museum, which includes analysis of educational programs, interactivity and presentation of information to provide a more in-depth and memorable experience for visitors. By identifying aspects that can be improved, researchers can provide concrete recommendations to increase the attractiveness of the Geusun Ulun Museum as a leading tourist destination in Sumedang.

### Acknowledgments:

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### Credit Authorship Contribution Statement:

**Nurbaeti, M.M**, as the first author, was tasked with conducting a literature study on the history of the Geusun Ulun Museum, the Sumedang Larang Kingdom, and the Sumedang Tourism Destination, then compiling a research conceptual framework and designing a research methodology, and collecting primary data through interviews with museum managers, community leaders, and other related parties.

**Heny Ratnaningtyas, S.E., M.M**, as the second author, was tasked with collecting secondary data such as statistics on museum visits, collection documentation, and existing promotional materials, then analyzing data related to the strengths and weaknesses of the Geusun Ulun Museum based on methodology. Designed by the first researcher, then played a role in analyzing the internal factors (IFAS) that influence the museum as a tourism asset.

**Sundring Pantja Djati**, as the third author, collected data related to external factors (EFAS), which included analysis of opportunities and threats to the Geusun Ulun Museum and Sumedang tourist destinations, then was involved in field research related to collaboration with the private sector and travel. Agents and contribute to formulating strategic suggestions and recommendations based on IFAS and EFAS analysis findings.

### Declaration of Competing Interest:

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

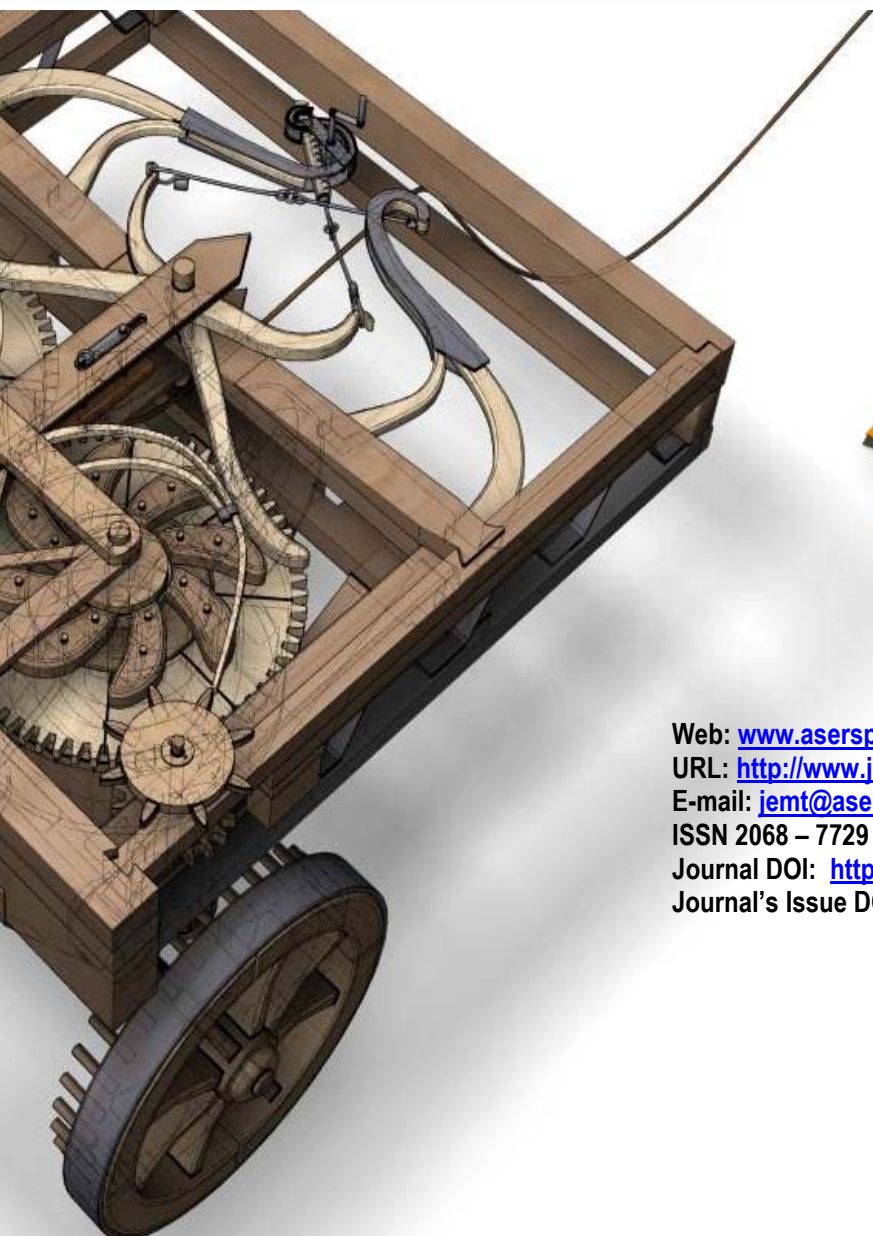
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