From Crisis to Growth: A Digital Platform Strategy for Tanjung Lesung SEZ Using the SOAR Framework (2018-2024)

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ABSTRACT: Tanjung Lesung, Indonesia's first Tourism Special Economic Zone (SEZ), suffered setbacks from the 2018 tsunami and the COVID-19 pandemic. These crises led to decreased tourist visits, raising safety concerns and impacting the area's image. Thus, this study explores the role of digital platform-based promotion in revitalizing Tanjung Lesung SEZ by assessing the effectiveness of Tanjung Lesung's official digital channels in rebuilding its brand, enhancing engagement, and attracting visitors as well as using the SOAR (Strengths, Opportunities, Aspirations, Results) framework to develop actionable strategies that contribute to an enhanced digital marketing strategy for Tanjung Lesung. This research is a descriptive qualitative method, incorporating surveys and interviews from the Penta helix point of view and undertaking digital analytics. This study found that word-of-mouth remains a powerful tool in attracting visitors to Tanjung Lesung. Thus, the findings suggest that leveraging personal recommendations from friends and family contributes significantly to building a positive reputation. Therefore, The digital strategy encourages visitors to share their experiences online, further amplifying word-of-mouth impact and building community trust.

Keywords: Post-crisis Tourism, Recovery Marketing, Digital Marketing, SOAR Framework Analysis, Special Economic Zone Strategy

INTRODUCTION

The Indonesian Government has established Special Economic Zones (SEZ) in several strategic areas, including tourism, to support national economic resilience. Tanjung Lesung, which has excellent potential for coastal tourism, was designated as a Tourism Special Economic Zone. Tanjung Lesung SEZ is the first Special Economic Zone for Tourism, inaugurated in February 2015. With its proximity to the city of Jakarta, which is around 160 km, the Tanjung Lesung area offers strong natural and cultural tourism attractions, such as the beauty of white sand beaches,

Ujung Kulon National Park, Tanjung Lesung Creative Economy Tourism Village and Saba Baduy Culture. With these attractions, Tanjung Lesung has the potential to be one of the top sustainable tourism destinations. Located in Pandeglang Regency, Banten Province, Tanjung Lesung is also one of the ten priority National Tourism Strategic Areas or Kawasan Strategi Pariwisata Nasional (KSPN) prioritized for development by the government. Tanjung Lesung, a premier tourist area developed by PT Banten West Java Tourism Development Corporation (PT. BWJTD), is envisioned as an international-class destination. Its accessibility via toll roads, airports, and sea routes makes it an attractive option for travelers. Spanning 1,500 hectares, Tanjung Lesung is the largest coastal tourist area in the region, drawing both local and international visitors (Amanda et al., 2020). Therefore, the determination of Tanjung Lesung as a SEZ and KSPN aims to encourage investment and tourism development and improve the welfare of the Banten community. With its status as a Tourism SEZ, Tanjung Lesung is expected to accelerate the growth of Indonesia's tourism sector and significantly contribute to sustainable national economic development (Sekretariat Jenderal Dewan Nasional Kawasan Ekonomi Khusus, 2024).

Regrettably, when Tanjung Lesung intensively developed its tourism sector, the Sunda Strait tsunami hit the Banten area in 2018, seriously impacting the tourism industry. The estimated economic loss reached IDR 42.72 billion, with 10,681 empty hotel rooms and 21,362 tourists canceling their visits. In Tanjung Lesung alone, the potential loss in the tourism sector is estimated to reach IDR 100 billion (Sintya Nida et al., 2022). This tsunami tragedy caused a drastic decrease in the number of tourists damage to tourism support facilities, and the fatal impact was the paralysis of the tourism sector in the Tanjung Lesung SEZ, which also worsened the image of the destination in the eyes of tourists both local and international tourists (Indrajaya, 2024). When tourism in Tanjung Lesung began to recover after the tsunami, the COVID-19 pandemic rocked the world, adding new challenges to tourism in Tanjung Lesung. Travel restrictions, including warnings, travel bans, border closures between regions, rejection of visitors from specific areas, and travel document requirements, caused a drastic decrease in tourism activity.

Currently, Tanjung Lesung SEZ is struggling to revitalize its tourism sector due to lingering issues concerning the perception of safety. Despite efforts, the area still faces challenges with its image, as many tourists remain hesitant to return, driven by a lingering trauma from past events, which has undermined tourists' trust in visiting (Indrajaya, 2024; Novita et al., 2023). According to reports from the Banten Province Tourism Office (2024), tourist visits between 2022 and 2023 ranged from 60,000 to 700,000 per month, with an average stay of two days. Given this situation, significant efforts are required to boost the number of tourist visits and the average length of stay. A focused approach to tourism recovery is urgently needed, including initiatives to rebuild tourist trust by improving destination branding. Additionally, strengthening community development is crucial for sustained growth and long-term recovery of the tourism sector in Tanjung Lesung. Responding to an adverse change in the external or internal environment, destination marketers must proact to protect the destination's image, maintain the flow of visitors, and cultivate relations with tourism operators, distributors, and investors (Beirman & Van Walbeek, 2011). For example, in the context of tourism, If potential tourists perceive the area as unsafe, marketing campaigns should focus on reassuring them, using credible sources and testimonials to demonstrate improvements in safety and preparedness and emphasizing that the destination is well-prepared to provide a safe and enjoyable experience for visitors (El Archi et al., 2023; Ketter & Avraham, 2021)

Modern technologies come to the rescue. In the digital age, the strategic use of digital platform-based promotion, including websites, social media, and integrated marketing communication, is critical for enterprises to enhance competitiveness and improve destination branding. These strategies help attract a global audience and significantly boost visitor numbers by shaping a positive image, fostering engagement, and leveraging the power of user-generated content and peer recommendations. Effective digital promotion has become a key driver in the growth and sustainability of tourism destinations. (Devi Sri Bulan & Meylani Tuti, 2023; Elgahwash et al., 2023; Hysa et al., 2022; Martoyo et al., 2022) PT. BWJTD, as the central zone Tanjung Lesung SEZ developer, utilizes various official digital platforms to promote its destination, ensuring a broad and effective reach. These platforms include an official website, where visitors can find comprehensive information about attractions, accommodations, activities, and key details on accessing the area. Additionally, Tanjung Lesung maintains active social media accounts on Instagram and TikTok, allowing the destination to engage with a diverse audience through visually appealing content, such as photos, videos, and stories highlighting its natural beauty, events, and unique experiences.

Several scholars have argued that the most successful tourism destinations frequently use social media channels such as Facebook, Instagram, and YouTube. Social media platforms serve as a tool to manage the destination's image, engage and collaborate with travelers, and gain unprecedented opportunities for growth. Furthermore, tourism social media networks are being used to distribute news and information regarding destinations, promote local activities and events, build and maintain communities, collect user-generated content, encourage word-of-mouth recommendations, and conduct campaigns and promotional activities (Canovi & Pucciarelli, 2019; Gretzel et al., 2020). Moreover, successful tourism planning also depends on strategic planning that guides appropriate developments and the ability to respond to today's competitive and dynamic hospitality industry (Vera & Dewi, 2021). Strategic planning is needed to ensure sustainable growth, optimize resources, and enhance the visitor experience while minimizing negative impacts (Syah Budi, 2023) Previous scholars acknowledge the SOAR framework. The SOAR framework is widely accepted as a valuable tool for identifying sustainable strategies. SOAR enhances strategic planning and implementation through a positive, inquiry-driven approach by focusing on Strengths, Opportunities, Aspirations, and measurable Results. It guides organizations in envisioning an ideal future, crafting innovative strategies, and establishing systems, designs, and structures that foster sustainability (Elgahwash et al., 2023; Khavarian-Garmsir & Zare, 2015). Additionally, SOAR helps cultivate and assess the current state that inspires stakeholders to achieve high engagement and execute strategy effectively.

Previous researchers have explored the role of digital platform-based promotion in the development of Tanjung Lesung, such as examining topics like the impact of digital marketing and the application of the Technology Acceptance Model (TAM) (Devi Sri Bulan & Meylani Tuti, 2023; Martoyo et al., 2022; Solihah et al., 2018). However, few studies have focused on strategic planning using the SOAR framework, specifically in the context of digital platform-based promotion to enhance tourism in Tanjung Lesung. Therefore, this study analyzes the effectiveness of official digital platforms and suggests systematic strategies for improving digital platform-based promotion using the SOAR Framework. Our study scope is the central zone of the Tanjung Lesung Special Economic Zone (SEZ), explicitly analyzing the official digital platforms such as

Instagram, Facebook, YouTube, and TikTok official account. Furthermore, our study expects to contribute notions to the post-crisis tourism digital marketing strategy, especially the approach to tourism recovery, including initiatives to rebuild tourist trust by improving destination branding through digital marketing efforts.

Our study addresses two main questions: How effective is Tanjung Lesung's official digital platform-based promotion? What strategic plan can be developed using SOAR analysis to enhance this promotion? The digital promotion platforms include PT's official website and social media channels. BWJTD. To achieve these aims, we employ a descriptive qualitative approach involving surveys, literature reviews, and interviews with key informants. This study also adopts the SOAR framework as a strategic model, identifying strengths, weaknesses, opportunities, and risks and developing actionable strategies to leverage strengths, capitalize on opportunities, address weaknesses, and mitigate risks. By applying this approach, we aim to contribute significantly to Tanjung Lesung's marketing strategies, supporting sustainable regional tourism growth. The rest of the paper is structured in the following way: The introduction provides background information, outlines the research objectives, and draws on previous studies to build a theoretical foundation and establish the research gaps. In the method section, we explain the research methodology, including the conceptual framework, data collection process, participant details, and the methods used for data analysis. The result and discussion section presents the findings and analysis of the data. Finally, we discuss the study's managerial implications, note any limitations, and suggest directions for future research.

METHOD

This study sheds light on tourism marketing strategies for post-crisis destinations, explicitly focusing on official digital promotion platforms based in Tanjung Lesung SEZ: Instagram, YouTube, Facebook, TikTok, and official websites. The main research question is: How effective is official digital platform-based promotion in Tanjung Lesung, and what strategic plan can be developed using SOAR Analysis? The study adopts an exploratory approach with a descriptive qualitative method to explore this question, utilizing surveys, interviews with key informants, and literature reviews. The qualitative descriptive method develops a systematic, factual, and accurate portrayal of an object, current conditions, and the relationships among the phenomena under study. This approach aims to provide a clear and detailed picture that reflects the subject's true nature, capturing both specific conditions and the interconnectedness of relevant factors (Creswell & Creswell, 2018).

Data collection methods include surveys, interviews, observation, and secondary data gathering through literature review and desk research. In the initial data collection phase, a survey using purposive sampling was conducted among visitors present at Tanjung Lesung during the field research in July 2024 and visitors who had visited Tanjung Lesung within the past two years, totaling over 50 respondents. Moreover, to ensure comprehensive understanding, in-depth interviews were also conducted from Penta Helix's point of view (Government, academician, community, business providers, and association). The interviews, therefore, include key informants such as representatives from the Banten Provincial Tourism Office, the General Manager, and the

Marketing Manager of PT. BWJTD, members of the Indonesian Sport and Special Interest Tourism Association (ISSITA) Banten Chapter, local community members, and visitors, providing more nuanced insights into the subject matter.

In the data analysis phase, this research incorporates a library study to review relevant literature, identify key results for the survey and interview, and assess performance metrics of digital platform-based promotion using Social Blade. Social Blade is an analytics website that includes YouTube, Instagram, Twitter (X), and TikTok. It provides insights into follower growth, engagement rates, view counts, and estimated earnings, allowing content creators, brands, and marketers to monitor trends, compare metrics, and refine strategies for better audience engagement and growth and providing insights into the effectiveness of these platforms in promoting Tanjung Lesung. Additionally, this study employs the SOAR framework as a strategic model, identifying strengths, weaknesses, opportunities, and risks. The framework is used to develop actionable strategies that leverage strengths, capitalize on opportunities, address weaknesses, and mitigate risks, contributing to an enhanced digital marketing strategy for Tanjung Lesung. The four key components of the SOAR model in this study include: 1. Identifying the core strengths and assets; 2. Recognizing the best available opportunities; 3. Defining the preferred vision for the future, and 4. Establishing measurable outcomes for success.

	Strengths	Opportunities
STRATEGIC INQUIRY	• What are we doing well? • What are our greatest assets?	• What are our best possible market opportunities? • How are we to best partner with others?
APPRECIATIVE INTENT	Aspirations • To what do we aspire? • What is our preferred future?	Results • What are our measurable results? • What do we want to be known for?

Figure 1. SOAR Matrix Source: Adapted from (Stavros & & Hinrichs, 2009)

The SOAR model is a strategic planning framework in the hospitality industry emphasizing positive attributes and forward-looking objectives. SOAR, which stands for Strengths, Opportunities, Aspirations, and Results, offers an alternative to the traditional SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) by encouraging businesses to focus on their strengths and aspirations rather than concentrating on weaknesses and threats (Zarestky & Cole, 2017). The SOAR model promotes a positive, future-focused approach within the hospitality industry. By emphasizing strengths and aspirations and proactively identifying opportunities, hospitality businesses can create strategies and action plans that align with their long-term vision (Elgahwash et al., 2023; Khavarian-Garmsir & Zare, 2015).

Table 1. Digital Marketing Framework of SOAR Model

Phase	Soar Analysis	Digital Marketing Framework
Strengths	Pinpoint distinctive strengths and competitive edges within the digital platform-based promotion.	Capitalize on strengths to enhance the current foundation, including website optimization, effective social media use, and producing high-quality content.
Opportunities	Examine new trends and developments in the digital landscape	Investigate emerging channels and technologies such as influencer marketing, online communities, and current top social media platform
Aspirations	Establish long-term objectives and aspirations for digital marketing initiatives.	Set SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) to track progress and measure success.
Results	Create a thorough digital marketing strategy that aligns with a SOAR analysis.	Implement strategy effectively and track progress regularly.

Source. Adapted from (Elgahwash et al., 2023)

This study determined the SOAR framework by analyzing and eventually finding the best direction for the Tanjung Lesung digital marketing strategy. The SOAR analysis is a strategic planning tool that emphasizes strengths and aims to understand the entire system by integrating insights from digital platform analysis, key informants, and customer perspectives.

RESULT AND DISCUSSION

The central zone of Tanjung Lesung SEZ has a large 1,500 hectares with excellent natural beauty. In addition, Tanjung Lesung also provides an abundance of beach activities. These activities include Liwungan Pagi, Krakatau Nature Reserve, Wild Viewing at Peucang Ujung Kulon National Park, Surfing Spot Panaitan, Baduy Village, Baduy Overnight, Fun The Forest, Hike The Waterfall, Pulosari Mount Exploration, Monkey Forest & Mangrove Park Tracking, Bike Challenge, Off-Road Adventure, and Mongolian Culture Center.

The Tanjung Lesung tourist area is being upgraded to restore various tourism facilities, with ongoing infrastructure improvements. Tourism operators in the area have assured that hotels and restaurants are in safe conditions to ensure a comfortable experience for visitors. However, efforts are still focused on rebuilding tourists' trust and promoting the area to increase occupancy. The Tanjung Lesung management has also installed an advanced tsunami early-warning system on the coast. This detection device, imported from Germany and the only one of its kind in Indonesia, can monitor sea level changes up to 200 kilometers away (Indrajaya, 2024).

Furthermore, PT. BWJTD, as the central zone Tanjung Lesung SEZ developer, utilizes a variety of official digital platforms to promote its destination, ensuring broad and effective reach. These platforms include an official website, where visitors can find comprehensive information about attractions, accommodations, activities, and key details on accessing the area. Additionally, Tanjung Lesung maintains active social media accounts on Instagram and TikTok, allowing the destination to engage with a diverse audience through visually appealing content, such as photos, videos, and stories highlighting its natural beauty, events, and unique experiences.

The following is an example of a cover page for the Instagram, TikTok accounts, and YouTube channels of Tanjung Lesung Tourism Village to promote and market products using digital platforms.
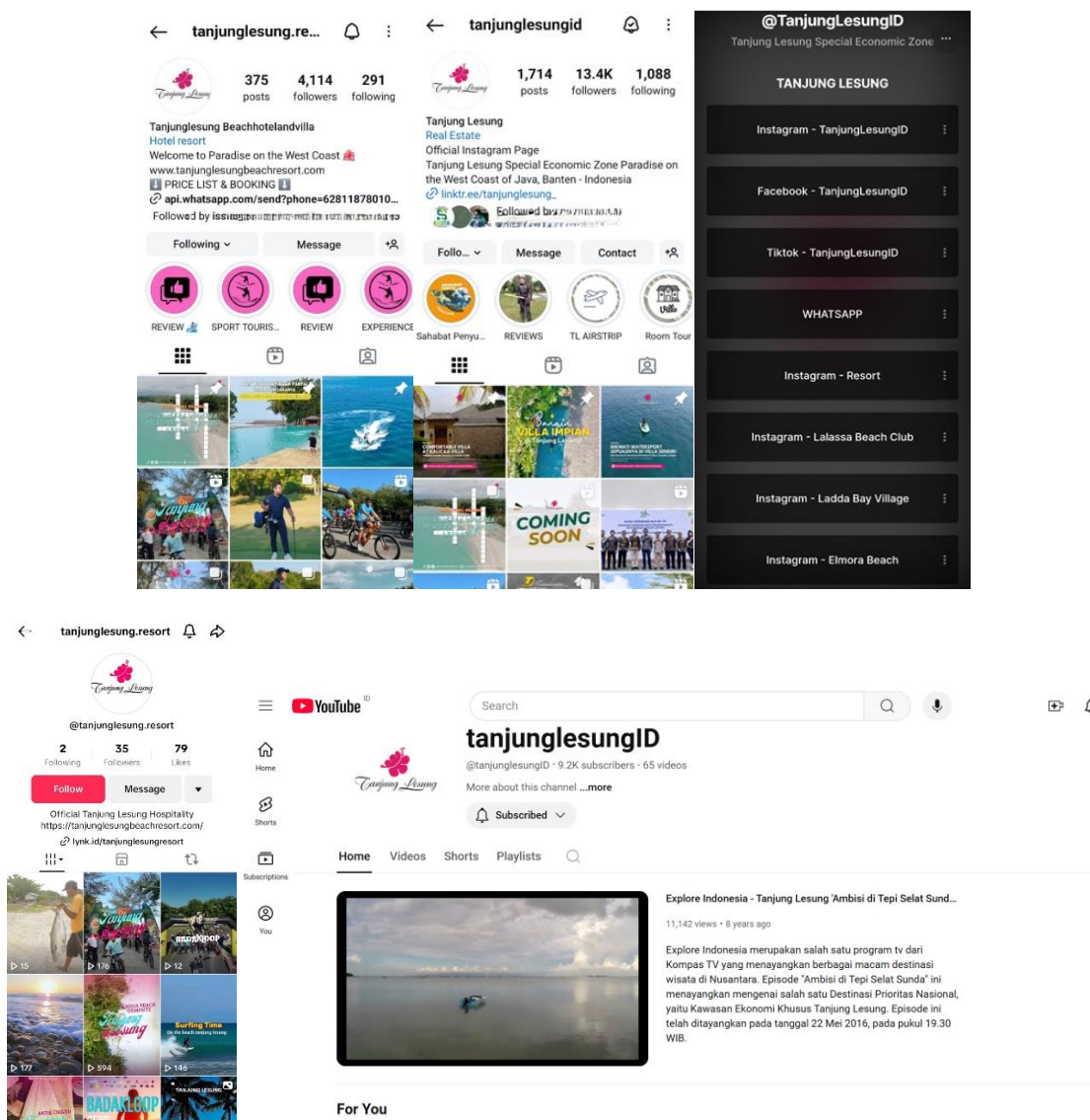

Figure 2. Official Social Media Tanjung Lesung (Source. Prepared by authors, 2024).

Besides social media, Tanjung Lesung has an official website that highlights the site's accommodations, facilities, investment options, and accessibility, positioning it as a potential prime beach destination close to Jakarta.
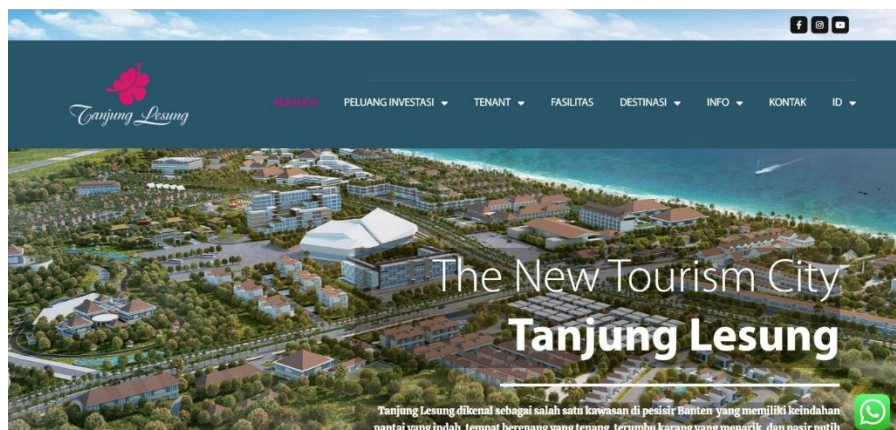
Figure 4. Official Website Tanjung Lesung (Source. https://www.tanjunglesung.com/).

Tanjung Lesung Digital Platform-based Analysis

Digital innovation and technology integration have dramatically transformed the tourism industry in recent years. These advancements have enhanced the promotion of destinations and the planning of tourism activities, showing the strong impact of digital marketing on tourists' decision-making processes (Haedar, 2023; Jamilati et al., 2023). Based on the analysis of the marketing situation of Tanjung Lesung SEZ through observation activities and in-depth interviews with the key informants, several ways of communicating tourism services using digital platforms are as follows:

1. **Direct Selling**

   Direct sales for Tanjung Lesung tourism services are managed through digital channels like Instagram, particularly on the official account tanjunglesung. Id, where messages via Instagram DM are promptly addressed. A WhatsApp contact is also available for inquiries and direct hotel room reservations.

2. **Promotion**

   The digital media content for Tanjung Lesung is designed to be engaging and informative, showcasing a variety of tourism offerings. This includes promotional posts about attractions, upcoming events, cultural insights, scenic landscapes, and accessible routes to the area. Regular updates also highlight current promotions and popular happenings in Tanjung Lesung. Additionally, other websites and social media accounts by influencers, visitors, local businesses, and tourism stakeholders contribute to its digital presence, amplifying visibility and engaging a broader audience across multiple platforms.

   To evaluate the effectiveness of digital platform-based promotions, our study utilized Social Blade, which monitors and analyzes social media metrics across various platforms. The Social Blade analysis provided insights into key performance indicators, which are summarized as follows:

   Table 2. The result of Digital Platform-based Analysis Using Social Blade

		Social Blade Result				
		Grade	Media Upload	Followers	Engagement Rate	AVG. Rate
Instagram	@tanjunglesung.resort	C	405	4,562	0.77%	33.88
	@tanjunglesungid	C+	1,714	13,467	0.55%	72.06
		Grade	Media Uploads	Subscribers	Video views	
Youtube	@tanjunglesungid	B-	65	9180	2013703	
		Grade	Likes Rank			
Facebook	TanjungLesungID	C+	685438th			
		Grade	Media Upload	Followers		
TikTok	@tanjunglesung.resort	N/A	10	35		

Source. Prepared by authors (2024).

There are two official Instagram accounts, @tanjunglesung.resort and @tanjunglesungid. Firstly, the Social Blade analysis for the Instagram account @tanjunglesung.resort shows a "C" grade, indicating average performance compared to other accounts in the same category. With 405 media uploads, the account has attracted 4,562 followers, which shows moderate reach. The 0.77% engagement rate (likes, comments, shares) is relatively low, suggesting that posts may not generate high interaction from followers. The average rate of 33.88 might reflect the average daily growth or engagement, but it indicates room for improvement in audience engagement strategies. Secondly, The Instagram account @tanjunglesungid has a Social Blade grade of "C+," which is slightly above average, suggesting it performs moderately well. With 1,714 posts and 13,467 followers, it has a broader reach than the @tanjunglesung.resort account. However, the engagement rate is 0.55%, which is relatively low, indicating limited follower interaction on each post. The average rate 72.06 could represent a daily average growth or engagement metric, showing better reach and growth potential than the other accounts. However, there is still room for improvement in engagement.

Moreover, the Social Blade analysis for the YouTube account @tanjunglesungid shows a "B-," indicating above-average performance. This account has uploaded 65 videos and gained 9,180 subscribers, reflecting a solid following. The channel has accumulated 2,013,703 video views, suggesting good reach and audience interest. While the grade indicates decent performance, there may still be room to increase engagement and subscriber growth. However, the results of both Facebook and TikTok accounts are relatively low. The Social Blade analysis for the Facebook account TanjungLesungID gives it a grade of "C+," indicating average performance. It has a "Likes Rank" of 685,438th, which places it relatively low compared to other Facebook pages in terms of

likes. This grade suggests that while the page has some engagement, there is considerable room for improvement to increase its reach and ranking in the competitive landscape of Facebook pages. Additionally, Social Blade cannot evaluate the TikTok account because its follower count is below 50, indicating early growth stages on this platform.

Role of Digital Platform-based Promotion

Digital technologies such as social media, mobile applications, and other digital platform-based communication are reshaping the tourism industry by enhancing how destinations function, connect, and interact with tourists and stakeholders (Pencarelli, 2020). Social media allows destinations to promote attractions, share updates, and engage with audiences globally. Mobile applications enable tourists to easily access travel information, book services, and explore destinations through interactive maps and recommendations (Prasetya et al., 2022).

To reinvigorate tourism in Tanjung Lesung, various initiatives have been undertaken to strengthen its brand appeal for local and international visitors. As part of these efforts, our study surveyed visitors to understand the primary sources of information they rely on to learn about Tanjung Lesung. The survey findings are summarized below.
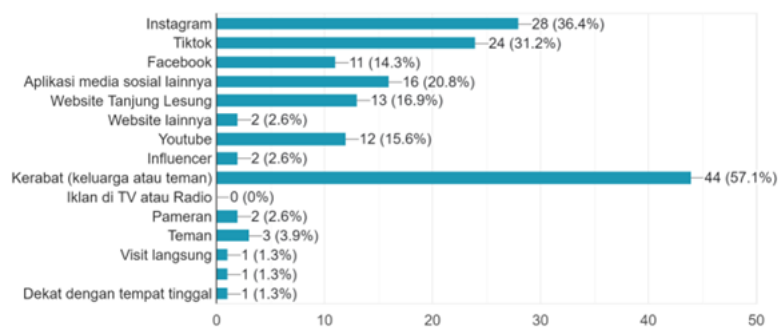

Figure 5. Survey Source of Information (Source. Prepared by authors, 2024).

In a survey of 77 respondents on sources of information about Tanjung Lesung, the most common source was word-of-mouth from family or friends, cited by 44 respondents (57.1%). This suggests that people primarily rely on close personal connections for information. Instagram was the second most popular source, used by 28 respondents (36.4%), underscoring its importance in spreading information about Tanjung Lesung. TikTok followed closely, with 24 respondents (31.2%) indicating it as a significant platform for discovering the area. Other social media platforms were also notable, with 16 respondents (20.8%) mentioning them as sources, highlighting the overall impact of social media. The official Tanjung Lesung website was used by 13 respondents (16.9%), showing that it is a trusted information source, while 12 respondents (15.6%) accessed other websites. Facebook was used by 11 respondents (14.3%), suggesting moderate engagement compared to Instagram and TikTok. Less commonly used sources included YouTube, influencers, and exhibitions, each cited by two respondents (2.6%), indicating limited engagement. Friends, direct visits, and proximity to Tanjung Lesung were each mentioned by only one respondent (1.3%), showing minimal reliance on these sources. Traditional media, such as TV and radio ads,

were not used (0 respondents), suggesting that these channels are not popular sources of information about Tanjung Lesung.

Our study found that digital technology is enough to make tourists aware of tourism information sources. However, the community has not entirely relied on the role of social media and websites owned by Tanjung Lesung, in this case, PT. BWJTD. To get information, visitors still rely on the power of word of mouth (WoM). A previous study by (Aktan et al., 2022).argued that Electronic word-of-mouth (eWOM) has emerged as a critical tool for shaping perceptions post-crisis. Campaigns using positive eWOM alongside effective marketing significantly enhance trust and tourists' willingness to travel.

Tanjung Lesung Digital Platform-based Promotion SOAR Analysis

Previous research suggests that the SOAR framework emphasizes the positive elements of an organization's present condition and future possibilities, making it a valuable tool for strategic planning, goal formulation, and organizational growth (Elgahwash et al., 2023; Khavarian-Garmsir & Zare, 2015). Thus, our study analyzed the SOAR framework for the digital platform promotion of Tanjung Lesung, as outlined below:

Strength of Tanjung Lesung's digital platform-based promotion

Tanjung Lesung's digital marketing strategy leverages a strong, multi-platform social media presence, which helps it effectively reach a broad audience and maintain visibility in a competitive tourism market.

Instagram: Tanjung Lesung highlights its scenic beauty, vibrant cultural events, and local traditions through high-quality photos and engaging videos. These visually appealing posts attract potential visitors by showcasing the destination's allure, encouraging people to explore more about the area.

Facebook: This platform is a hub for broader community engagement, allowing Tanjung Lesung to share event updates, promotional offers, and longer-form content. Facebook also enables dialogue with visitors, allowing real-time responses to comments, questions, and reviews. This interaction enhances the destination's image as approachable and visitor-friendly.

YouTube: Video content on YouTube provides an immersive experience, allowing viewers to explore Tanjung Lesung's beaches, attractions, and local festivities virtually. These videos give potential tourists a deeper, more personal insight into what they can expect, which is highly valuable in the tourism industry, where visual storytelling often influences travel decisions.

Tanjung Lesung's content strategy uses storytelling and high-quality visuals to attract local and international audiences. By presenting an appealing, easily accessible online presence, the destination positions itself as a prime travel spot. It builds trust with prospective visitors, making it an attractive option in the tourism market. This approach also lays a foundation for further engagement, potentially turning casual followers into enthusiastic travelers.

Opportunities for Growth:

As digital travel research becomes more popular, Tanjung Lesung has significant opportunities to enhance its marketing strategy by leveraging new trends, such as:

Influencer marketing: By collaborating with travel influencers who showcase the destination's unique attractions and draw attention from their followers, influencer marketing enables Tanjung Lesung's digital platform-based promotion to expand its reach.

Content Creation: Focus on high-quality, visually appealing content highlighting Tanjung Lesung's unique attractions, like its scenic beaches, cultural festivals, and recreational activities. Incorporate user-generated content to foster a sense of community and authenticity.

Online travel communities: Empowering the power of online travel communities through another social media channel to engage with travelers seeking recommendations and advice, allowing Tanjung Lesung to promote its services through authentic interactions.

Mobile engagement: Optimizing content for mobile users, such as creating mobile-friendly videos, quick-loading websites, and accessible booking links, helps capture this audience segment.

Utilizing data analytics: Tanjung Lesung can further refine its marketing. Tracking visitor interactions across platforms allows a better understanding of user preferences, enabling personalized content and targeted ads. For example, analyzing popular posts or most-watched videos can inform future campaigns, focusing on high-interest activities like local events or natural attractions. This data-driven approach could lead to a more customized experience for potential visitors, enhancing engagement and fostering stronger connections with the audience.

Aspirations for the future

Tanjung Lesung aspires to be recognized as a premier tourism destination that blends natural beauty with rich cultural heritage and modern amenities. By promoting its pristine beaches, unique cultural experiences, and local traditions, Tanjung Lesung aims to create a destination that appeals not only to domestic visitors but also to a growing international audience. The long-term goal is to secure a prominent place in Indonesia's tourism portfolio, attracting more global travelers and distinguishing itself as a must-visit Southeast Asian location. This vision includes enhancing the area's accessibility, sustainability, and overall visitor experience to meet international standards, making Tanjung Lesung a preferred and iconic travel spot.

Key performance indicators (KPIs) for assessing success include follower growth, engagement rates, visitor conversion rates, and ultimately, tourist numbers and length of stay increases. By focusing on digital platform-based engagement, increasing followers, and improving engagement rates across platforms, Tanjung Lesung can boost tourist visits, strengthen its brand image, and enhance visitor satisfaction. The focus on monitoring metrics like follower growth, engagement rates, and conversion rates will help assess the success of these efforts over time.

The SOAR approach highlights current capabilities and future growth areas in Tanjung Lesung's digital marketing strategy. Our study suggests that implementing digital engagement strategies

allows Tanjung Lesung to boost tourist visits, strengthen the brand image, and enhance visitor satisfaction.

Our study's robust findings from previous work regard the role of the SOAR Framework. (Elgahwash et al., 2023) A SOAR analysis offers a strategic lens to evaluate and enhance the tourism sector by building on its strengths, leveraging emerging opportunities, aligning with its aspirations, and focusing on measurable results. This approach enables stakeholders to identify critical areas for innovation and investment, such as adopting digital marketing strategies to showcase the destination's rich cultural heritage, unique landscapes, and historical sites to a global audience. The sector can achieve sustainable growth, attract diverse tourist demographics, and significantly contribute to the country's economic development. In the context of Tanjung Lesung, stakeholders must prioritize a rebranding strategy that leverages digital engagement as a vital tool to rebuild trust and reignite interest among prospective visitors.

CONCLUSION

Tanjung Lesung, as Indonesia's first Tourism Special Economic Zone (SEZ), has been positioned to leverage its scenic and cultural assets to attract tourists. However, it has faced significant disruptions due to the 2018 Sunda Strait tsunami and the COVID-19 pandemic, which led to steep declines in tourist visits and impacted the area's reputation (Amanda et al., 2020). Recovering from these events requires addressing lingering concerns about safety and infrastructure and reshaping the area's image to encourage visitors to return. To regain momentum, Tanjung Lesung's digital marketing strategy aims to rebuild its brand and attract more visitors through an improved online presence. Similarly, (Ketter & Avraham, 2021) argued that digital marketing helps revive tourism destinations during and after crises. Our study suggests focusing on a rebranding strategy centers on leveraging digital engagement to restore trust and interest among potential visitors is required; for instance, highlighting the newly implemented safety measures, including an advanced tsunami early-warning system, is a crucial part of this strategy. By doing so, Tanjung Lesung can reassure visitors that it is a safe and well-prepared destination. Furthermore, despite the digital push, surveys indicate that word-of-mouth remains a powerful tool for attracting visitors to Tanjung Lesung. Personal recommendations from friends and family contribute significantly to building a positive reputation. The digital strategy thus complements this by encouraging visitors to share their experiences online, which can further amplify word-of-mouth impact and build community trust.

Overall, our study contributes to the post-crisis tourism digital marketing strategy. By leveraging digital platforms like Instagram, Facebook, YouTube, and TikTok and utilizing the SOAR framework (Strengths, Opportunities, Aspirations, Results), Tanjung Lesung focuses on showcasing its attractions, improving engagement with potential tourists, and building a trusted image. Monitoring key performance metrics such as follower growth, engagement, and conversion rates will help gauge the effectiveness of these digital efforts. Integrating digital strategies can help Tanjung Lesung increase tourist visits, solidify its brand image, and enhance visitor satisfaction. Ultimately, this digital strategy supports Tanjung Lesung's recovery efforts and lays the groundwork for long-term resilience in Indonesia's tourism sector.

Furthermore, our study limitations allow future research to assess comprehensive digital marketing efforts in reviving tourism in other post-crisis tourism destinations, such as utilizing a data-driven approach to digital marketing. This data-driven approach ensures that the digital marketing strategy remains dynamic and responsive to audience needs.

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