

SOSTAC-based promotion strategy for the development of wellness tourism village in Bandung City

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ABSTRACT

Tourism plays a strategic role in economic development, both national and local. In the context of tourism development in villages, community participation is the ideal key, supported by human, natural and cultural resources. The integration of local wisdom in the concept of health tourism in the Tourism Village is expected to increase tourist attraction and support the Ministry of Tourism's goal of creating quality tourism experiences. As one of the sub-districts in Bandung City which is rich in natural and cultural wealth, Cibiru has great potential to be developed as a health tourism destination. The increasing focus on wellness tourism by Indonesia's Ministry of Health highlights Cibiru's strong potential in this sector. However, stakeholders have not yet explored this opportunity, particularly in assessing and formulating promotional strategies for wellness tourism development. To harness this potential, a structured marketing framework is essential to align promotional efforts with strategic objectives. This study employs a qualitative survey approach, conducting interviews with the Tourism Office (*Dinas Pariwisata*), POKDARWIS, MSMEs, farmers, and cattlemen to explore social phenomena and identify the current situation in Cibiru. To formulate effective solutions, the SOSTAC framework was applied, emphasizing situational analysis, goal setting, strategy and tactic development, role assignment, and activity evaluation. The study concludes that integrating Cibiru's tourism potential with the wellness tourism concept can help establish a destination that is not only attractive but also provides visitors with a holistic health experience.

1. INTRODUCTION

Tourism is a strategic sector that plays a significant role and contributes to both national and regional/local economic development. Increasing economic progress and prosperity have made tourism an essential part of human needs and lifestyle (Simanjuntak et al., 2017). According to Hu & Sung (2022), developing tourism in villages through community participation is an ideal approach that can be realized by leveraging community enthusiasm as the fundamental and primary capital. This development is further supported by the availability of

natural and cultural resources, good governance, and assistance from academics or other institutions acting as facilitators (Ilmayasinta et al., 2025; Rahman et al., 2025).

The era of regional autonomy, as an implication of the enactment of Law Number 32 of 2004 concerning Regional Government, provides opportunities for each regency or city government to plan and manage its regional development (Wijaya et al., 2025). It also requires active community participation throughout the development process, including planning, implementation, monitoring, and evaluation. As the primary component in community-based tourism development, the community plays a crucial role in supporting regional tourism growth, which aims to harness local potential derived from natural, socio-cultural, and economic resources (Andalecio & Martin, 2023). Furthermore, Law No. 10 of 2009 on Tourism states that the community has equal and extensive opportunities to participate in tourism development and implementation.

Qi et al. (2022) refer to the definition of a tourist village, which is essentially the same as a tourist village, namely a village area with several special characteristics and becomes a tourist destination that is an integration of attractions, accommodations, and other supporting facilities presented in a community life structure that is integrated with prevailing procedures and traditions. Tourists can enjoy the attractions and community life by living together with the community, as well as nature, cultural, religious, and craft tourism (Rahadi et al., 2022).

In 2018, the Global Wellness Tourism Economy reported that Indonesia ranked 17th out of the top 20 wellness tourism destination markets in 2017 (Global Wellness Institute, 2018). To compete with other countries such as China, Japan, Thailand, and South Korea, Indonesian wellness tourism must offer a unique appeal by incorporating indigenous ethnic elements. A wellness tourism concept based on local wisdom is one effort to re-attract tourists to visit Cibiru Tourism Village.

Wellness tourism, also known as health tourism, is a concept designed to promote and enhance overall well-being. This type of tourism has the potential to grow during the new normal era (Koerniawaty & Sudjana, 2022). To maintain or achieve optimal health, a balance between body, mind, and spirit is essential, with each aspect fulfilling its respective dimensions (Meikassandra et al., 2020). In terms of the body, there is the dimension of physical health; for the mind, there are the dimensions of emotional, social, and intellectual health; and for the spirit, there is the dimension of spiritual health (Meikassandra et al., 2020). Wellness tourism integrates tourism services with the concepts of "rest" and health care during travel (Romanova et al., 2015). It is designed to maintain and restore physical and spiritual health for people who are healthy, not currently suffering from illness, or those in recovery. Activities may include spa therapy, reflexology, fitness massage, yoga, meditation, and more.

Optimal management of the wellness tourism concept based on local wisdom is expected to increase the number of tourists (Sari et al., 2022). The development of a wellness

tourism concept grounded in local wisdom aligns with the objectives of the Ministry of Tourism and Creative Economy, as stated in Regulation of the Minister of Tourism and Creative Economy Number 12 of 2020 concerning the Strategic Plan of the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency for the 2020–2024 period, namely to provide a high-quality tourism experience. A healing environment approach has been adopted to stimulate relaxation through the five human senses, enabling tourists to achieve a balance of body, mind, and soul the essence of wellness tourism. Currently, the development of wellness tourism is also receiving attention from the Indonesian Ministry of Health, which is collaborating with the Ministry of Tourism to develop international health-based tourism in Indonesia.

Bandung naturally possesses abundant tourism potential spread throughout the entire city. Its diverse natural attractions, unique crafts, historical and archaeological heritage, arts, culture, rich local wisdom, and wide variety of culinary offerings are among the main reasons tourists choose to visit. Additionally, Bandung is strategically located as the capital of West Java Province, offering easy access via various modes of transportation.

Wellness tourism has recently gained increasing attention from the Indonesian Ministry of Health, underscoring its emergence as a growing sector within the broader tourism industry (Kusumawidjaya et al., 2021). This type of tourism emphasizes health, well-being, and lifestyle enhancement, making it particularly relevant in today's context, where people are increasingly conscious of both physical and mental wellness. Cibiru, a district in the eastern part of Bandung, is blessed with a wealth of natural and cultural resources. Situated at the foot of Mount Manglayang, Cibiru holds significant tourism potential, particularly in the area of wellness tourism. In fact, many tourism destinations have not performed well in developing wellness tourism.

These destinations nonetheless present opportunities for relaxation, holistic health practices, and community-based experiences that align with the principles of sustainable tourism. However, to transform this potential into tangible benefits, there is a pressing need for a comprehensive marketing framework. Such a framework would not only guide the direction of promotional activities but also ensure consistency, effectiveness, and alignment with long-term development goals. Moreover, it would provide a systematic approach to identifying target markets, crafting strategies, and evaluating outcomes, thereby strengthening Cibiru's positioning as a competitive wellness tourism destination.

Research on a SOSTAC-based promotion strategy for the development of wellness tourism villages in Bandung City is expected to yield both theoretical and practical contributions. From an academic perspective, the study aims to enrich knowledge in tourism marketing by demonstrating how the SOSTAC framework can be systematically applied to wellness tourism development. The findings are expected to offer a model that integrates

situational analysis, strategic planning, tactical execution, and evaluation processes tailored to the context of tourism villages.

From a practical standpoint, the study is expected to provide actionable recommendations for local governments, tourism stakeholders, and community-based organizations in Bandung. These contributions include clearer promotional guidelines, improved alignment between marketing activities and development objectives, and enhanced competitiveness of wellness tourism villages in attracting both domestic and international visitors. Furthermore, the implementation of a structured promotion strategy is expected to empower local communities, strengthen stakeholder collaboration, and contribute to sustainable tourism development by balancing economic growth with cultural preservation and community well-being.

2. METHODOLOGY

The use of survey methods with a qualitative approach is intended to facilitate the research process by allowing researchers to conduct direct situation surveys and gather participants' opinions through interviews, based on field data and qualitative analysis. This study employed a purposive sampling method, selecting the Tourism Office (*Dinas Pariwisata*), *POKDARWIS*, MSMEs, farmers, and cattlemen as participants relevant to the research topic. This study adopts an interpretivist paradigm, aiming to understand social phenomena in a nuanced and in-depth manner. According to Prastowo (2010), qualitative research has several key characteristics. The data sources are obtained directly from natural settings, with the researcher serving as the main instrument in the study. This type of research is descriptive in nature and places greater emphasis on understanding the meaning and processes rather than focusing solely on the outcomes. Furthermore, data analysis in qualitative research is carried out inductively, allowing patterns and themes to emerge from the collected data.

After conducting the interviews with the selected participants, the results were analyzed and processed using the SOSTAC planning framework, developed by PR Smith, has been recognized as one of the top three marketing models globally. SOSTAC involves reviewing the current business situation, setting objectives based on situational analysis, planning strategies to achieve those objectives, developing detailed tactics derived from each strategy, assigning responsibilities and timelines for implementation, and finally, controlling or evaluating the activities that have been carried out.

3. RESULTS AND DISCUSSION

Cibiru District has abundant natural resource potential, with areas that still exhibit rural characteristics such as conservation zones and permanent rice fields mainly located in the

northern part of the district, which directly borders Cilengkrang District in Bandung Regency. In addition, Cibiru possesses well-preserved cultural assets, including benjang and reak arts, which are part of traditional Sundanese heritage and are supported by 62 art groups. The district also maintains conventional agricultural practices, such as nyalin pare. These cultural and agricultural potentials are primarily found in the northern part of Cisurupan Subdistrict within Cibiru.

The rural characteristics of Cibiru, particularly in the suburban northern areas, make it a strong candidate for tourism village development. To preserve agricultural land (rice fields), protect natural environments, and control the expansion of new residential and other built-up areas that may lead to environmental degradation, the Bandung City Government has begun to focus on this village. The aim is to ensure its sustainability as both a food security center for Cibiru and a conservation zone within the greater Bandung City area.

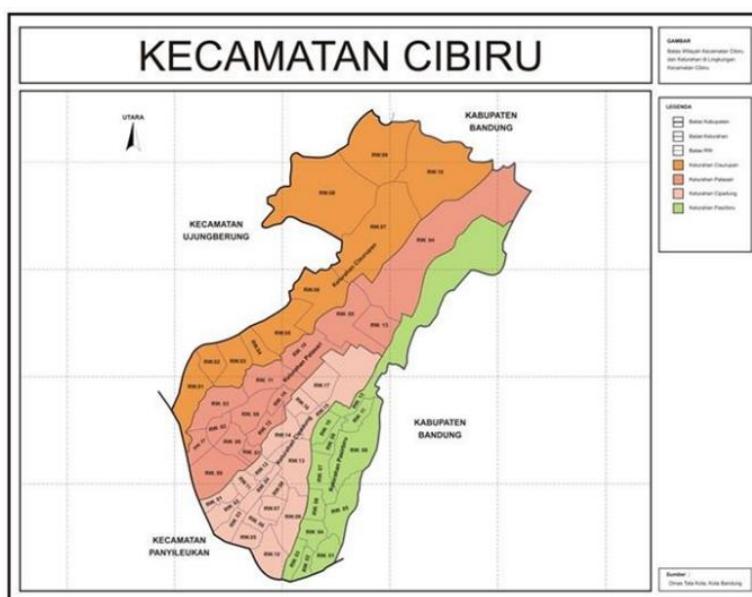


Figure 1. Map of Cibiru District

Source: Cibiru District (2025)

Physical Characteristics of the Environment

The Cibiru area is divided into three zones. The Buffer Zone serves as a natural conservation area that supports creative tourism activities, such as nature-based tourism, offering scenic landscapes and agrotourism. The Development Zone (Core) functions as the creative tourism center, featuring traditional Lembur Saradan village tourism (supported by creative woven crafts and benjang art), rice field cultural education tourism, creative home industries, performance venues, agrotourism, and a scientific research center. The Supporting Zone serves as an area for creative tourism businesses, waste management for the tourism industry, as well as nurseries, management facilities, and scientific research activities.

Based on the results of observations and interviews with informants, it is evident that the Cibiru Tourism Village possesses potential tourism products that can be developed into tour packages to attract more visitors. Several tourist attractions and traditional markets are available in the area, including Sawah Abadi, Lembah Tangga 101, Pasar Wisata, Bukit Mbah Garut, cattle farming sites, compost management facilities, and MSME products that can serve as local souvenirs, such as opak, jamu, beef jerky, and salted eggs. Additionally, the area is rich in traditional medicinal plants and offers a variety of recreational activities, including hiking, cycling, and farming. The expansive landscape of Cibiru provides significant opportunities for developing diverse productive activities while maintaining a balance between economic growth and environmental conservation.

Socio-Cultural Characteristics

The people of Cibiru are known for their friendliness and strong sense of community, as reflected in their communal lifestyle and collaborative activities. Cibiru District is a center of Sundanese arts and culture and has become a key focus of the Bandung City Government, with significant potential to be developed into a tourism village.

This traditional Sundanese art and cultural heritage is a valuable asset with strong potential to become a tourist attraction, particularly in the development area studied in this research. What makes this area unique is its role as a center for Sundanese cultural arts in Bandung City, especially the Singa Depok and Benjang performances. However, Singa Depok is now rarely performed, as the community has gradually shifted its focus toward Benjang art. Benjang performances are typically featured during major events and festivals, such as the Cibiru Anniversary Festival, official welcoming ceremonies, and other significant occasions. They are also commonly performed at celebratory events like circumcisions, weddings, and gatherings of the Cibiru arts community.

Tourist Profile

Currently, the characteristics of tourists in the tourism village development area of Cibiru District have not yet been identified. However, the area holds great potential to be developed into an integrated tourist destination hub in Bandung City. At present, most tourists are local visitors seeking a change of scenery from the hustle and bustle of urban life. They come to this village to enjoy its rural atmosphere within the city an environment that remains scenic, cool, charming, and unique.

Tourists are drawn to the Cibiru Village area for its natural, cool, and serene atmosphere an ideal escape from the stresses of daily life. Located just a 30-minute drive from the city center, Cibiru offers a convenient getaway close to Bandung.

Promotion Discussion

The SOSTAC planning system, developed by PR Smith, has been recognized as one of the top three marketing models globally. SOSTAC involves reviewing the current business situation, setting objectives based on the situation analysis, planning strategies to achieve these objectives, developing tactics as detailed actions derived from each strategy, assigning responsibilities and timelines for implementation, and finally, conducting control or evaluation of the activities carried out. The SOSTAC framework consists of six stages, as outlined below:

1. Situation Analysis (S)

In the situation analysis stage, businesses analyze who their current consumers are, how these consumers interact with the brand, which platforms they use, and their demographic characteristics. This stage also involves conducting a SWOT analysis to identify strengths, weaknesses, opportunities, and threats; examining key competitors to watch out for; and evaluating the digital channel landscape that will be utilized.

Table 1. SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> Consumers from various social backgrounds and age groups Cibiru offers a cool and comfortable atmosphere, making it an ideal spot for camping. Easily accessible location Numerous educational institutions, particularly Islamic boarding schools, are located in the Cibiru area. Rich natural potential, including abundant water sources Iconic "Eternal Rice Fields" Rich cultural and culinary heritage Existing master plan and design for the utilization of tourism assets 	<ul style="list-style-type: none"> Consumer base is still limited, consisting mostly of local tourists; only a few international visitors mainly from Yemen and Turkey visit due to their close ties with the Cibiru community. Most residents are high school graduates. Promotional media remains limited. The management system is still passive in attracting visitors. High operational costs have led to poor cleanliness in the spring area. Inadequate lighting and security at night.
Opportunity	Threats
<ul style="list-style-type: none"> Expansion of the national tourism market segment Exploration and development of local cultural potential Collaboration with academic institutions Creation of new income opportunities for the community: tour guides, homestay managers, tour package providers, and Cibiru souvenir producers Competitive and proactive local community 	<ul style="list-style-type: none"> Competitors targeting the same consumer segment in the nature tourism sector Similar tourist attractions are available in both Bandung City and Bandung Regency Increasing competition in tourism promotion Limited public understanding of tourism Unclear delineation between privately owned and government-owned destination areas Uncontrolled or unregulated access

Source: Research Data (2025)

Competitors in similar fields that warrant attention include the privately owned Sanctuary Wellness Centre at NuArt Studio in Bandung, which offers yoga, reflexology, and an art gallery. Government-managed tourist destinations include the Batu Kuda Cileunyi Forest

Tourism Park in Bandung Regency, which features activities such as picnicking, hiking, camping, hammocking, and cycling. The Catur Kintamani Healthy Tourism Village in Bali serves as a model for integrating relaxation activities such as tree hugging with the development of unique culinary experiences.

2. Objectives (O)

At this stage, business owners focus on setting measurable and realistic goals to be achieved through the strategies they develop. Strategy formulation is guided by the 5S method, which stands for Sell, Serve, Speak, Save, and Sizzle.

- a. Sell; enhance marketing potential by promoting through social media and the website.
- b. Serve; offer a unique experience to tourists by developing wellness-based attractions.
- c. Speak; engage with customers via WhatsApp, SMS, phone calls, and direct messages through the website and social media.
- d. Save; reduce traditional marketing costs by shifting to promotions through social media and the website.
- e. Sizzle; boost brand awareness using online channels.

3. Strategy (S)

Strategy refers to the approach a company takes to achieve its predetermined goals. Strategic planning involves defining a Unique Selling Proposition (USP) and identifying the target market. The Unique Selling Propositions (USPs) offered by this destination include:

- a. Destination; developed as a thematic area based on the integration of mind, body, and soul.
- b. Education; encourages changes in attitudes and behavior through a cultural approach.
- c. Conservation; preserves valuable elements that must be protected, such as water resources.
- d. Recreation; offers enjoyable and leisure-based activities that people naturally find appealing.

In general, the target visitors for the Cisurupan Wellness Center are recreational tourists, consisting of 20% residents, 20% students, 20% community groups, and 40% general tourists.

4. Tactics (T)

Tactics are detailed descriptions of the steps or stages required to implement a strategy.

To achieve the desired goals, strategies based on the Marketing Mix are employed.

a. Place

The Cisurupan Wetland Park is located in Cisurupan Village, Cibiru District, Bandung City, West Java Province. Opened in August 2019, the park spans 10 hectares of gently sloping terrain, characteristic of its highland setting. Key features include 19 retention ponds, a multifunctional gazebo, an amphitheater, and a composting facility.

b. Physical Evidence

Open spaces for physical activities such as gymnastics and yoga, well-irrigated areas for cultivating various wellness plants, and buildings that can serve as venues for CHSE training and education.

c. Product

The products offered at this destination include walking tours, cycling, camping grounds, cottages, opportunities to learn about and observe traditional Sundanese culture (such as Benjang and Jaipong), participation in the Nyulin Pare procession and the Jampana Festival (Cibiru's anniversary celebration), enjoying local home industry products (such as emping, beef jerky, salted eggs, comring, opak, and rangginang), crafting Genta-brand guitars, and making prosthetic legs as mobility aids.



Figure 2. Cisurupan Wellness Centre Product

Source: Research Data (2023)

d. Price

The pricing tactics applied include offering affordable and stable prices aligned with market rates, as well as establishing business partnerships with travel agents through discounted tour packages.

e. People

The management consists of POKDARWIS, regional authorities (sub-district and village levels), the local community, and relevant departments or government agencies (OPD) that support the development process to ensure the program's sustainability.

5. Action (A)

At this stage, the formulated tactics are implemented through measurable actions in the actual marketplace. Collaborative efforts are carried out with stakeholders including Karang Taruna, PKK, universities, schools, and other components of the pentahelix model to actively participate in marketing efforts and support activities at the Cisurupan Wellness Center Wetland. Promotional activities are also conducted through social media, involving tourism ambassadors, travel influencers, wellness influencers, and tourism students.



Figure 3. Promotion of Activities at Cisurupan Wellness Center

Source: Research Data (2023)

6. Control (C)

In this final stage the control process periodic checks or evaluations are conducted to determine whether the actions taken have successfully met the company's objectives or if they are still falling short.

Table 2. Evaluation

Month 1	Month 3	Month 6	1 Year
• Kick-off of the Wellness Program Activation	• Developing a plan for infrastructure renovation and utilization	• Kick-off of the Open Activity Program	• Focus Group Discussions with the community
• Focus Group Discussions and Community Engagement	• Community service and cooperation (gotong royong)	• Kick-off of the Meditation Class	• Development of a sustainability plan
• Focus Group Discussions with Stakeholders and Potential Partners	• Tree planting or greening activities	• Focus Group Discussion with potential partners to develop a regular class schedule	• Development of the Cisurupan Festival plan
• Social Media Activation	• Integrating wellness and CHSE (Cleanliness, Health, Safety, and Environment) narratives	• Open Submission Program	• Media invitations
• Media Invitations			• Implementation of the Cisurupan Festival

Source: Research Data (2025)

4. CONCLUSION

Cibiru Tourism Village, particularly in the Cisurupan sub-district, not only has abundant tourism potential but is also emerging as a promising tourist destination in Bandung. Its natural beauty and local wisdom offer strong opportunities for development through various events and activities. In promoting wellness tourism in Cibiru, strengthening destination branding is essential to attract tourists seeking health and wellness experiences. Moreover, active involvement from managers especially the local community is vital for sustaining and managing these attractions. By integrating Cibiru's tourism potential with the wellness tourism concept, effective promotion can help establish a destination that is not only appealing but also offers a holistic health experience for visitors.

This study contributes to the academic discourse on tourism marketing by applying the SOSTAC framework as a structured approach to developing wellness tourism destinations. It offers a practical model that integrates situational analysis, strategic planning, tactical actions, and evaluation processes specifically tailored to tourism villages. The findings suggest that stakeholders including local communities, government, and tourism businesses should adopt a collaborative and systematic promotional strategy to enhance destination competitiveness. The study further emphasizes the importance of aligning destination branding with wellness values to attract a niche market that prioritizes health, sustainability, and authentic cultural experiences.

This research is limited by its focus on a single case study in Cibiru, Bandung, which may constrain the generalizability of its findings to other wellness tourism contexts. In addition, the reliance on qualitative data provides depth but lacks broader quantitative validation. Future studies could expand by comparing multiple wellness tourism villages across different regions to identify best practices and common challenges. Quantitative approaches may also be employed to assess the effectiveness of SOSTAC-based promotional strategies on visitor satisfaction, destination branding, and economic impact. Furthermore, examining the role of digital marketing, sustainability practices, and cross-sector collaboration could yield deeper insights into advancing wellness tourism development.

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