



## Efforts to Increase the Number of Visits to the Cirebon Mask Museum

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### Abstract

**Background.** Cirebon City is a cultural city. The city of Cirebon has just inaugurated a new museum, the Mask Museum, located on Jalan Siliwangi, which was built using cultural heritage from the City Hall.

**Purpose.** This research is essential to increase the number of visits to the Cirebon Mask Museum.

**Method.** This study examines the efforts made by Museum managers to increase the Number of Visits to the Mask Museum using a qualitative research method with a non-probability sampling approach, with data collected through interviews, observation, and documentation, and data analysis using descriptive and SWOT analyses.

**Conclusion.** Based on interviews with managers, the theory of the Tourism Marketing Mix indicates that digital and non-digital promotions within the government's scope are very effective in increasing the number of visits.

**Implementation.** The government collaborates with non-governmental parties to promote the museum.

**Keywords:** Cirebon Mask Museum, Increase in the Number of Visits, Tourism Marketing Mix, SWOT Analysis.



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### INTRODUCTION

Tourism is a trip that is made by a person in a specific period of time from one place to another by planning, the purpose is for recreation or for an interest, so that his wishes are fulfilled, or Tourism can also be interpreted as a trip from one place to another for recreation, fun, and then return to the original place.

Law of the Republic of Indonesia Number 10 of 2009 concerning tourism is a variety of tourism activities. It is supported by facilities and services provided by the community, entrepreneurs, government, and local governments.

Indonesia has 38 provinces spread from Sabang to Merauke, including West Java. West Java is a province in Indonesia, with its capital in Bandung. West Java Province was established by Law No.

11 of 1950, concerning the Establishment of West Java Province. West Java is the province with the largest population in Indonesia, and in 2000, West Java Province was expanded with the establishment of Banten Province, which is located in the western part (SIAK Database of West Java Province in 2011)

Cirebon City is one of the cities in West Java Province, Indonesia. This city is known for its pantura route. This city is also called the Shrimp City and the Guardian City. Tourism in Cirebon City is very diverse, ranging from tourist attractions, culinary, and regional arts and culture. In addition, Cirebon also has 61 Cultural Heritage sites and 20 intangible heritage from the Province and the Ministry. In addition, Cirebon also has a rich religious culture.

A tourist attraction is anything that has uniqueness, beauty, and value, in the form of a diversity of natural resources, cultures, and man-made products, that is the target or destination of tourist visits. (Sejahtri, 2022). Cirebon has three museums that have long existed and have become icons of the city. Many visitors are familiar with them, namely the Kacirebonan Museum, the Kanoman Palace Library Museum, and the Cirebon Kesepuhan Palace Library Museum.

According to Government Regulation of the Republic of Indonesia No. 19 of 1995, a museum is defined as: An institution where the storage, care, security, and utilization of material evidence from human culture, as well as nature and the environment, are conducted to support efforts to protect and preserve the nation's cultural wealth. One of the 7 Regional Government Programs in 2024, during this transition period, is Cultural Progress and Historical Value, because Cirebon has artistic potential; it inaugurated a new museum, the Mask Museum.

Traditional mask art, especially Cirebon mask art holds cultural heritage that is important for cultural preservation, because in its history, this is a broadcast medium for the spread of religion carried out by Sunan Gunung Jati and Sunan Kalijaga in the palace environment. Still, slowly, the art spread to the community outside the palace, not only for broadcast media, but also for entertainment media. In addition, this mask art is still related to the Cirebon Mask Dance, which is very unique to other regions, because the Mask Dance uses a mask and a puppeteer called *trektek*. The performance of this mask dance is also unique because the Players in the Cirebon Mask Dance do not follow the drums.

One of the preservation efforts is the establishment of a new museum, inaugurated on September 2, 2024, by the Acting Mayor of Cirebon. Unlike other museums, this is the first museum managed by the local government as a form of historical and cultural preservation. The museum, called the Cirebon Mask Museum, is not a new building; it uses the cultural heritage of the City Hall, the center of the Government, located on Jalan Siliwangi, Cirebon City, West Java.

The museum has been open to the public. It accommodates 150 characters, with standards featuring several plays, "Wayang Uwong", in the making of which craftsmen use certain woods.

Based on the information obtained, this Museum has no entrance fee and is open Tuesday – Friday at 09.00 – 15.00, and on Saturday and Sunday at 10.00 – 14.00. In addition, at this museum, there is an educator who is ready to serve as a guide. Besides that, the facilities at the end include a place to store prepared bags, and there is also an impression message board for visitors to write messages and impressions.

It is hoped that, with the opening of this museum, Cirebon mask art can serve as a means of education and cultural preservation, from millennials onward, in an era of rapid development, so as not to forget culture and to continue preserving and living it.

The increase in visits to the Cirebon Mask Museum is very much needed to support cultural preservation and boost tourism in Cirebon City. This is a relatively new tourist attraction with cultural significance. Besides that, it can be seen that there is still a lack of directions to enter the Museum area,

Another factor, because the Cirebon Mask Museum is located in the Cultural Heritage area of Cirebon City Hall, makes the public / the general public view that people who enter the City Hall are people of interest, even though it has been opened to the public. Many members of the public think that entering the City Hall is a complex area to access.

In addition, to enter this museum, there are no accessibility markers indicating the marketing mix. This accessibility includes road signs installed in the city hall area to help visitors find the museum, as it is in the city hall area.

In addition, there is a lack of promotion, both digital and non-digital, aimed at the public, especially the people of Cirebon City. And the lack of cooperation with *local influencers* in Cirebon, as well as in Google search results, means the Business Google Profile is incomplete, lacking Operating Hours, visitor reviews, and the facilities and services visitors can access at the Cirebon Mask Museum.

In the museum, there are not enough *interesting and innovative displays*, especially in storage and lighting media. Besides that, there is no advanced technology in the museum other than video media displayed on televisions and Augmented Reality (AR), which is installed on every type of mask for museum visitors to read and access.

Although this museum is still new, the collection, namely the Cirebon Mask, has a history and in-depth knowledge that needs to be known about the art of this mask. Still, this Mask Museum has been in great demand. According to news posted on Instagram @aboutcirebon.id on November 10, 2024, this museum has welcomed 2,228 tourists. Domestic tourists totaled 2,211, and 17 foreign tourists. Therefore, the author wants to research the museum that the local government has just opened through the Cirebon City Tourism Cultural Office, how to make visits to this museum better known to many people, and the efforts being made to encourage people to visit the museum. Therefore, the author took the title "Efforts to Increase the Number of Visits at the Cirebon Mask Museum".

## LITERATURE REVIEW

### Definition of Improvement Efforts

According to the Great Dictionary of the Indonesian Language (In Nurul Hasanah, 2022), describing an increase is appropriate when it starts low and then rises to a large amount. According to an expert named Adi (In Rendy Agung Dwi Prayoga), the increase comes from the word level, which means a layer or layer of something that then forms an arrangement.

### Tourism Marketing Mix

According to Suryadana and Octavia (2015: 115), tourism marketing is a system coordinated among tourism industry groups, including private and government agencies, both local, regional, and international, to achieve tourist satisfaction.

According to ( Utama, 2017 : 35 ), Indicators – Indicators of the tourism marketing mix :

1. *Attractions*: attractions or activities that attract tourists to come to a tourist destination area.
2. *Accessibility*: facilities and infrastructure to get to destinations, such as highway access, availability of transportation facilities, and road signs, are essential aspects for a destination.
3. *Amenities*: all supporting facilities that can meet the needs and desires of tourists while at the destination, such as the availability of accommodation facilities, restaurants or stalls, public toilets, rest areas, parking lots, health clinics, and worship facilities.
4. *Anslileri*: additional facilities related to the availability of an organization or the people who take care of and manage the destination.
5. *Location*: This aspect relates to the transfer of ownership of products and manufacturers to customers.
6. *Promotion*: communication activities, both personally and using tools (mass media), used to influence buyers' interests. Efficient tourism promotion is based on digital technology because it requires relatively little cost yet delivers great benefits.
7. *Price*: The pricing structure reflects the strategic interests of the company related to product positioning, company goals, corporate goals, and return on investment.

### Digital Marketing

To improve, it is also necessary to use the term 'digital marketing'. According to Dave Chaffey and PR Smith (2017), digital marketing is the application of digital technology to create, promote, and distribute products and services. Digital marketing encompasses various elements, including social media, websites, search engines, and online advertising campaigns. According to Chole and Dharmik (2018), several media can support digital marketing activities, including mobile phones, social media, and *Search Engine Optimization (SEO)*.

Social Media Marketing, according to Novila (2018) is the use of promotional media for a product or service. Displaying engaging content can make visitors to online product or service websites more interested in the products or services they offer. Search Engine Optimization is a process that affects the appearance of websites that are promoted on search engine sites (*Search Engines*), such as Google, Yahoo, Bing, which can be displayed on the first page of search results for users on the internet by using specific keywords without spending money (Wibowo, 2017)—number of Tourist Visits. According to Cohen (2009), the Number of Tourist Visits is part of the tool for assessing the success of the tourism sector by influencing the population and the government in the local area and by increasing the acceptance of a region.

### **Quality of Service**

According to the Histoqual theory put forward by Frochot & Hughes in Atallarick, in Ainani Nazere, 2023, in the theory of Service quality. This theory argues that the five dimensions used are the quality of service.

1. *Responsiveness*, visitors will be satisfied if the staff in the museum can be asked for help if visitors ask for answers related to the museum.
2. *Tangible*: visitors will be satisfied if the facilities are comfortable and clean in the museum area
3. *Communication*: visitors will be satisfied if the staff are friendly in providing information about the collections and facilities in the museum.
4. *Consumables*: There are souvenir shops and restaurants in this museum area to satisfy visitors.
5. *Empathy*: If there are facilities in the museum related to facilities for children, visitors with disabilities should visit the museum.

### **Electronic Word Of Mouth ( WoM )**

To increase the number of visitors to the Mask Museum, Electronic Word of Mouth is needed. According to Humaira & Wibowo (2016), the digitization of traditional WOM is carried out through electronic WOM. If WOM is sent directly from one party to another, then electronic WOM requires an intermediary medium, namely, the electronic medium.

Godsmith and Horowitz (2006) found that in the online world, consumers can exchange information in various ways. Internet users can go electronic word of mouth through various online channels, including blogs, microblogs, emails, consumer review sites, forums, virtual consumer communities, and social networking sites.

## Museums

The American Museum Association (AMA) defines a museum as a non-profit social and private institution that is permanently established for essentially educational and aesthetic purposes, maintains and owns/utilizes tangible objects, movable or immovable, exhibits them regularly, and has at least one professional staff member or full-time employee. Moreover, is open to the public regularly, at least 120 days a year.

In Latin, museum is the name used for the university building in the Alexandrian era in 1615, then the term *mouseion* is used as a place for studies and libraries, while in England it is as a building to present or display objects, recorded first in 1683.

In the results of the 11th *General Assembly* of the International Council Of Museums (ICOM) on June 14, 1974, in Denmark, nine functions of the museum can be stated as follows

1. Collection and observation of cultural and natural heritage
2. Documentation and research of knowledge
3. Conservation and Preservation
4. Dissemination and regulation of science and general
5. Introduction and appreciation of art
6. Introduction of inter-regional and inter-national cultures
7. Visualization of natural and cultural heritage.
8. A mirror of the growth of human civilization
9. A source of fear and gratitude to God Almighty.

Meanwhile, the tasks carried out by the museum are:

1. Collection or commissioning. In the collection, not all objects can be included in the museum's; only objects that meet certain conditions:
2. Must have cultural, scientific, and aesthetic values
3. Must be identifiable in terms of shape, source, type, style, etc.
4. Must be treated with documentation
5. Maintenance. There are aspects to maintenance tasks, namely the
  - a. Technical aspects. The material objects collected must be maintained and preserved, as well as maintained so that they are durable and protected from possible damage
  - b. Administrative aspect. Collections must have written descriptions to make them memorable.
6. Conservation. This is an effort to maintain, repair, prevent, and protect the collection from the cause of damage.
7. Research. There are two studies, namely

- a. Internal research. Research conducted by curators for the development of scientists
  - b. External Research. Research conducted by external researchers (such as students, the community, and others) for the benefit of scientific papers, papers, and others.
8. Education. The activities here are more focused on the introduction of physical objects in the collection:
- a. Formal education. In the form of seminars, discussions, lectures, etc.
  - b. Non-Formal Education. In the form of exhibition activities, film screenings, slides, etc
9. Recreation
- a. The essence of the exhibition is the meaning of life and happiness; it is a new entertainment, and a lack of concentration can lead to fatigue and boredom.
  - b. In this case, museums are also included in the attraction, and this theory can also support efforts to increase the number of visits.

## **METHODS**

In this study, the author uses a Qualitative Descriptive research method. Qualitative data with observation techniques, interviews, and documentation techniques. In this study, the author uses a non-probability sampling technique. This data collection method uses both Primary and Secondary Data. Primary Data by conducting observations, interviews, and documentation directly in the field. Secondary data came from literature, books, journals, and the internet related to the research. With this, the author will also explain the data collection technique by triangulation (a combination of observation, interview, and documentation) as follows:

The researcher directly involved himself in collecting more in-depth information about Efforts to increase the Number of Visits to the Cirebon Mask Museum with the informant, namely the manager, so that the information could provide answers to the author's research questions, which were formulated from the problems researched by the author. They will also ask questions directly, face-to-face with the respondents in this interview technique, using semi-structured interviews. Furthermore, the author will ask several questions, such as what strategies are being done to increase the number of tourists at the Cirebon Mask Museum, and also the head of public relations culture, and some staff and documentation will be used to take photos of the research object, and also as evidence of this research.

SWOT analysis is *Strengths, Weaknesses, Opportunities, Threats*. SWOT analysis is used to formulate strategies based on considerations of external and internal conditions (strengths and weaknesses) (opportunities and challenges).

## **DISCUSSION**

Based on the mapping of previous research and the empirical conditions raised in this article, several main gap research findings, namely:

1. The context of the New Museum. There is a lack of research examining strategies to increase visits to newly opened museums (< 1 year), especially in the initial phase of operation.
2. Museum Location in Government Area. There have been few studies that address the implications of museum locations within the City Hall/active cultural heritage area, which creates a perception of a "limited area" for the general public.
3. Integration of Marketing Mix with Bureaucratic Barriers. Previous research has rarely linked the tourism marketing mix (attractions, accessibility, promotion) to administrative, licensing, and government regulatory constraints.
4. Non-physical accessibility. The focus of previous research has been more dominant on physical access, while symbolic and psychological accessibility (public perception of City Hall) is still rarely studied.
5. The Museum's Technology. Studies on Augmented Reality (AR) in museums are often conceptual, and there has been little evaluation of the effectiveness of suboptimal AR implementations on visitor interest.

#### **A Brief History of the Establishment of the Mask Museum**

The Mask Museum is located in the City Hall Area, a cultural heritage site at Jalan Siliwangi No. 84, Kampung Tanda Barat, Kejaksaan Village, Kejaksaan District. In its history, the construction of this building was carried out by Jeskoot, Head of the Public Works Office of the *Stadsgemeente Cheribon*. At the same time, the design was done by two architects named H. P Hamdi and C.F.H. Koll. This building is shaped like a ship's platform, with its top decorated with four shrimps, aquatic animals commonly used as the nickname of this city. The architectural style of this building is Art Deco, popular in the 1920s.

The construction of Cirebon City Hall is actually a manifestation of the Dutch East Indies Government's growing interest in the port city, which at the beginning of the 20th century ranked 4th-largest in Java. On April 1, 1906, Cirebon was inaugurated as a gemeente (Township), and in 1926 its status was upgraded again to *stadsgemeente*. To support the activities of government institutions, *Staadhuis* (City Hall), *Raadhius* (City Representative Council) was built, which is the administrative center of Cirebon township. Since then this building has become the center of Cirebon City.



Image 1. Front view of the Cirebon Mask Museum  
Source: Research Data 2024

The public can now visit the City Hall area for tourism, as a museum called the Mask Museum has been built. Inaugurated on September 2, 2024 by the Person in Charge of the Mayor of Cirebon, Drs H Agus Mulyadi Msi, which is a concrete step by the Cirebon City Government in advancing culture and preserving existing culture as well as becoming an educational tourism for the community, and this Museum is the first museum managed by the Regional Secretary under the auspices of the Cirebon City Tourism Cultural Office (DISBUDPAR).

The purpose of building this museum is a commitment to advancing culture in accordance with the Law on the Advancement of Culture, which includes an inventory of security, maintenance, and rescue of cultural objects, and the establishment of this museum is a solution to increase public interest in traditional arts, which have been declining for some time.

In this Museum, there are a lot of Mask collections, namely the Wayang Uwong Mask, totaling 150 masks, of which 100 masks come from the government State Budget, namely Epos Panji and Darmawulan, and others come from the grants of figures, including from the Nagara Gallery, which comes from Mrs. Nani Iman Taufik, the owner of the Prima Ardiantana Foundation. Also, he donated duplicates of the Dragon Liman Axis as in the Kanoman Palace, and also the duplication of Ong Kin chairs, which are displayed in the museum. In addition, Mr. Subrata from the Sunyaragi Foundation donated five masks and mannequins for dancers' clothes.

According to data from the Cirebon City Tourism Culture Office (Disbudpar), in the construction of the Museum received assistance from the BJB bank. The document for the licensing procedure for the establishment of this museum comes from the National Cultural Heritage (CBN), not only from the city level but also from the ministry, for the survey that is directly conducted by the City Hall Cultural Heritage team. Procedures are in place, and the people who survey the cultural heritage are experts, Zeffanya Devita

because it is a Cultural Heritage museum. The study began in July, and the permit was granted directly to the National Cultural Heritage (CBN). The Cirebon City Tourism Cultural Office is only tasked with procuring 150 masks, and the Museum building is so beautiful that the Regional Secretary funds it.

The idea for the opening of the Mask Museum originated with the initiator, the Mayor of Cirebon, who initially wanted to make it a General Museum. However, the Cirebon City Tourism Cultural Office (Disbudar), was only able to make this Mask Museum by utilizing the existing Regional Secretary (Setda) building. Planning for the creation of this Museum lasted approximately 1.5 years; in addition, the creation of this Mask Museum was impromptu, based on the information obtained.

This Mask Museum is open free of charge in 2024, open on Tuesdays – Fridays at 09.00 – 15.00 WIB, and on weekends, Saturday – Sunday, at 10.00 – 14.00. It does not operate on Mondays due to holidays. Before the Mask Museum existed, it started in Kuningan City, but was closed due to the COVID-19 Pandemic, so it was moved to Jalan Siliwangi. These masks were donated by Mrs. Nani Taufik of the Cirebon International Prima Tourism Polytechnic in memory of her late husband's love for art.

The Mask Museum also has an Instagram account that can be followed, and a Google Business Profile that social media users can access to find out more about the Mask Museum. In the Cirebon Mask, there are five main ones called the Panca Wanda Mask, namely the Panji Mask, the samba mask ( Pamindo ), the Rummyang Mask, the Patih Mask (Tumenggung ) , and the Kelana Mask ( Rahwana ) This place not only functions as a storage of masks, but it is also a place for educational, historical, and cultural facilities for the community. It is hoped that the community will better understand their own culture in Cirebon. The selection of Cirebon City Hall as the museum's location is the City government's commitment to returning the building to its cultural heritage status. The purpose of this mask museum is to preserve and promote the rich cultural heritage of masks in the Cirebon area. In addition, the meaning of the mask itself has a deep and symbolic meaning; besides that, it is closely attached to the tradition of the people of Cirebon.

### **Organizational Structure of the Cirebon Mask Museum**



Source: 2024 research data

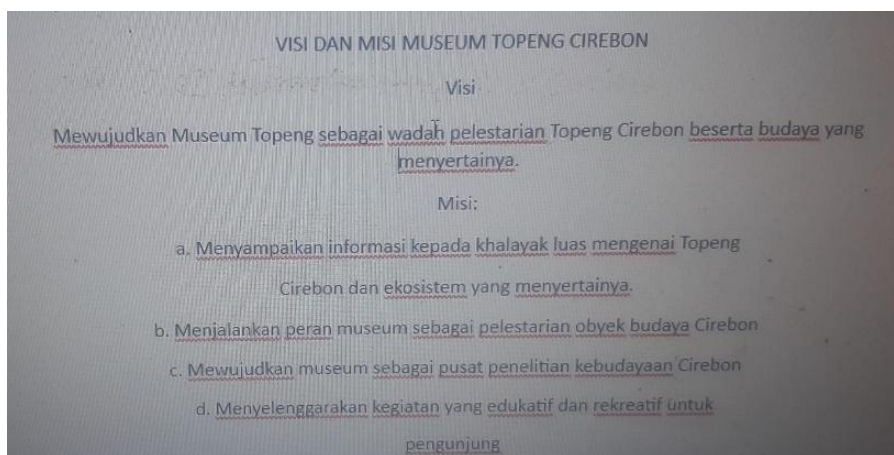
Figure 2. Organizational Structure of the Cirebon Mask Museum

The following are the duties and responsibilities of the above organizational structure:

1. Head of Museum: responsible for the overall operation of the museum, including management of staff, collections, and visitor experience.
2. Curator: responsible for the management of museum collections, including research, presentation, and presentation of collections in museums for visitors.
3. Conservator: his job is to keep the collection good and clean.
4. Educator: the main task is to provide education to visitors about collections and information, and to the guests in the museum.

### Vision and Mission of the Cirebon Mask Museum

This museum has a vision and mission that have been prepared and submitted, and have been successfully obtained from the interview results, although these visions and missions are still in soft file form.



Source: Research Data 2024

Figure 3. Vision and Mission of the Cirebon Mask Museum

### Cirebon Mask Museum Visitor Data

TABLE 1. MASK MUSEUM VISITOR DATA

Yes	Month	Number of Visitors
1	September	876 People
2	October	1352 People
3	November	991 People

Source: Data from the Cirebon Mask Museum

### Facilities inside the Cirebon Mask Museum



Source: Research Data, 2024

Figure 4. Cirebon Mask Museum Souvenir Shop



Source: Research Data, 2024

Figure 4 Storage of Visitors' Items at the Cirebon Mask Museum



Source: Research Data, 2024

Figure 5 Cirebon Mask Museum Notice & Order Board



Source: Research Data,2024

Figure 6 Visitor Reception at the Cirebon Mask Museum

Research on increasing visitation to tourist destinations and museums has been widely conducted, primarily through tourism marketing strategies, the marketing mix (4A/7P), and SWOT analysis. Previous studies have generally focused on:

1. Marketing strategies for common tourist destinations, such as lakes, natural objects, and artificial destinations, with an emphasis on promotions, attractions, and amenities as the main factors for increasing visits.
2. Museum development in the modern era, which focuses on museum digitization, virtual museum, service quality (Histoqual), and visitor experience.
3. Digital marketing and Electronic Word of Mouth (e-WOM) as an effective instrument in increasing awareness and interest in tourist visits.
4. SWOT analysis as a strategy formulation tool in looking at the strengths, weaknesses, opportunities, and threats of tourist destination management.

However, most previous studies:

1. Reviewing established and long-running museums,
2. Focusing on national museums or large museums,
3. It does not specifically examine new museums that are located within the government/active cultural heritage area,
4. It is still limited in integrating the tourism marketing mix with the context of local government policies and bureaucracy.

Thus, studies on newly inaugurated regional museums, managed directly by local governments and with limited structural accessibility, are still very limited in the literature.

### **Obstacles faced by managers in increasing the number of visits to the Mask Museum**

1. The lack of promotion of managers, both in terms of *digital* and *non-digital* promotions, so that the public does not know about the existence of the Mask Museum, because promoting is still within the scope of the government, not yet collaborating with outside parties

2. It has not collaborated with museums and Tour & Travel in Cirebon, but has targeted promotion to increase the number of visits.
3. Location accessibility, there is no road marker to get to the Cirebon Mask Museum because it is in the City Hall Area, and the museum manager must have permission to do so.
4. Incomplete supporting facilities are in the Cirebon Mask Museum, such as no toilets, disabilities no libraries, no gazebos, and no *public* facilities that visitors can use.
5. Museums that are still minimalist, such as temporary spaces that should be more than 1, so that they can change their theme every month or once every three months, so that visitors come back.
6. Funds that are still dependent on government subsidies, because they do not have their own operational funds.
7. Every time you conduct activities, there must be a permit, and there are licensing procedures that must be taken because it is still in the government area.
8. There is a possibility of collaborating with the Mask Museum with other institutions such as the National Library, as well as museums in the cities of Jakarta, Malang, and Bandung, but museum registration has already been formed.
9. The facilities in the museum include AR (Augmented Reality), which is less able to function correctly.
10. Infrastructure facilities that do not yet exist will be proposed in 2025 in museums, such as Laptops, CCTV, P3K, and Procurement SOPs to support operations.
11. The museum staff has made it a vision and mission, but it is in the process of submission, and the history of the museum will be entered into the catalog.

**Efforts made by the Tourism Culture Office as a Manager to increase the number of visits to the Cirebon Mask Museum so that it is always in demand**

1. Provide free admission at the beginning of the museum's opening
2. By being built at City Hall, which is a Cultural Heritage, by utilizing an empty building, one of which is to be used as a Mask Museum as a place for cultural preservation, namely the Cirebon Mask, as well as being a place of education and socialization to the younger generation.
3. In the attraction, the manager displayed a unique collection, namely various masks, the mask collection is wayang uwog which amounted to 150 and came from grants, which came from the APBD which amounted to 100, the Prima Ardiantana foundation owned by Mrs. Nani Iman Taufik which also donated collections other than masks such as the reduplication of the Dragon Liman Axis such as the kanoman palace and Ong kin chairs, and the Sunyaragi Foundation owned by Mr. Subrata which donated 5 masks and costumes of mask dancers, in addition to the City Hall which

donated the collection of Epos Panji and Darmawulan masks, then also in this museum there are two types of masks, namely dance masks and story masks.

4. Collaborating with educational institutions, namely IAIN University, for additional foreign language narration, namely Arabic, and also using dictionaries and applications for Japanese.
5. The staff in the Museum are experts in their fields, such as conservators, curators, and educators, in providing education to visitors from the government.
6. Collaborating with the Kesepuhan Palace, Kacirebonan Palace, and Kanoman Palace, as well as abroad, to increase the number of visits.
7. Collaborating in promoting with *media partners*, namely (@cirebonunited), (@cirebonevent), which is free, and also with the Cirebon City Tourism Cultural Office, journalists, and the Indonesian Tourism Association (HPI).
8. Staff at the mask museum also participate in promoting, by creating Instagram *social media* content, with comedy and educational content.
9. Making *workshop* activities in the museum area, such as making masks, painting masks, and coloring masks for school students, and collaborating with studios.

### **SWOT Analysis**

SWOT analysis stands for *Strengths, Weaknesses, Opportunities, and Threats*. SWOT analysis is used to formulate strategies based on internal factors (strengths and weaknesses) and external factors (opportunities and challenges). Furthermore, it is described as follows:

#### *Strength*

1. The location of the museum is strategic inside the City Hall, which is a Cultural Heritage and Government Center.
2. The collection of masks and non-masks is diverse because it receives grants from the Government, Foundations, artists, cultural experts, and curators.
3. Cooperation in terms of promotion with palaces, communities, and tourism activists.
4. Collaborate with the studio in workshop activities.
5. In collaboration with palaces in Cirebon, communities, and tourism activists, in terms of increasing the number of visits.
6. Collaboration with digital media partners for free in promoting the Mask Museum.
7. Collaborating with educational institutions in adding foreign languages
8. Admission to the museum is free in the early period.

#### *Weakness*

1. Lack of availability of operational funds.

2. It has not promoted the mask museum widely, both digitally and non-digitally, because it is still under the government.
3. There is no accessibility to get to the museum.
4. There is still a minimal museum and only one temporary space.
5. Supporting facilities and *public* facilities are incomplete for visitors.
6. Infrastructure facilities are not available in the Museum
7. Less interesting attractions in the museum, such as only masks on display and a brief explanation, do not make
8. AR (*Augmented Reality facilities*), which cannot be used properly

#### *Opportunities ( Opportunities )*

1. There are opportunities for cooperation with official institutions and museums outside the city.
2. There are opportunities for cooperation in terms of promotion with hotels and Tour & Travel in the city of Cirebon and Ciayumajakuning in increasing the number of visits.

#### *Thread (Threat)*

1. It has been made a vision, mission, and history, but it is still waiting for the process of the service catalog. Besides that, there is a history of the Museum, but it has not been displayed in the catalog.
2. Activities that will be carried out in museums must require a permit because this is in a government area.
3. The museum has not been registered because of the long regulations that have been taken, so it is not possible to collaborate with museums outside the city.

This research has a clear and strong novelty, namely:

1. Unique Research Object. Examining the Cirebon Mask Museum, a cultural museum that was inaugurated in 2024 and has not been extensively researched academically.
2. Contextual Approach to Government. Offer a new perspective by linking the marketing strategy of museum tourism with the reality of management by local governments and policy limitations.
3. Multidimensional Accessibility Analysis. Not only physical accessibility but also perceptual and social accessibility, given the museum's location in the City Hall area.
4. Integration of Marketing Mix, SWOT, and Digital Marketing. Combining the tourism marketing mix, SWOT analysis, digital marketing, e-WOM, and quality of service in one comprehensive analysis framework.

5. Practical Contribution to Regional Policy. The study's results provide practical recommendations for the Culture and Tourism Office on managing regional museums as educational and cultural tourism destinations.

## CONCLUSION

Based on the results of the SWOT analysis, the efforts and obstacles of the above research are summarized as follows: The mask museum can be a special tourist attraction in Cirebon City and a leading tourist destination. This museum is unique for its strategic location in City Hall and for its cultural heritage and collection, which cannot be found anywhere else. However, it is still an obstacle faced by the manager, using the theory of the Tourism Marketing Mix is the lack of promotion, not having collaborated with tour & travel and hotels in Cirebon, location accessibility, lack of supporting facilities, lack of infrastructure, museums that are still minimalist, funds that still depend on the government, to carry out activities must first be allowed at the museum, the manager wants to collaborate with other museums but this museum is still in the process register, has made a vision & mission that is already finished but still in the process of submission, this must be completed in order to increase visitors.

Efforts made to increase the number of visits are to provide free admission, utilize the empty building at City Hall, to make a museum for preservation, in construction assisted by Bank BJB, for the preservation of this museum the museum receives grants from various circles, to increase the number of types of masks for preservation, employ staff who are experts in their fields, cooperate in promoting museums with the scope of government such as the Tourism Cultural Office Cirebon City, the Government, *media pattner*, then also palaces and abroad, as well as making activities around the museum such as *workshops*, staff who create content for promotion, collaborating with educational agencies in speaking foreign languages. When these obstacles can be overcome

This research offers a novel approach to increasing visits to cultural museums that have just been inaugurated and are located in active government areas. In contrast to previous research that focused on established museums, this study integrates a mix of tourism marketing, SWOT analysis, and digital marketing in the context of bureaucratic limitations and non-physical accessibility, thus making a theoretical and practical contribution to the management of regional museums.

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