



Original Article

Management Plan for the Development of the Radya Pustaka Museum as a Cultural and Educational Tourism in Surakarta City

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Abstract:

The purpose of this study is to review the internal and external factors of the management of the Radya Pustaka museum and also to analyze the management design in the development of the Radya Pustaka museum as a cultural and educational tourism in the city of Surakarta. This research method is a qualitative method, where the data obtained is analyzed based on the internal and external factors of the Radya Pustaka museum which are formulated in the IFAS and EFAS matrix indicators. The results of the analysis are described in a SWOT analysis. The results of this study are that the existence of the Radya Pustaka Museum as a cultural heritage tourist attraction is in a moderate or average position. From the internal-external environmental analysis method, the strategy that must be applied by objects in cell V is to maintain and preserve (unchanged strategy). The object operates with moderate appeal and only has an average competitive position. The strategy carried out is to continue its current activities and only make a few improvements.

Keywords: Management, Radya Pustaka Museum, cultural and educational tourism

Introduction

When talking about museums, what comes to the public's mind is a place that presents several forms of historical relics, both physical and non-physical, collected for the purpose of public education. This is in line with the development of several leading museums throughout Indonesia, which are competing to display the image of their respective museums, both for educational purposes and for cultural tourism. Referring to the context of tourism, in this case, the role of museums is always synergized with several other tourist attractions that are still in the same cluster as culture. Therefore, clear management is needed to truly display an image of a museum that is educationally



worthy and also meets the requirements as a cultural heritage. One museum that deserves special consideration in Indonesia is the Radya Pustaka Museum in the city of Surakarta. As is known, the city of Surakarta is currently experiencing quite significant development in certain fields, especially in the world of tourism. In the tourism sector, Surakarta city has indeed become one of the important icons in the development of the city lately, where supported by its supporting areas which are former Surakarta residencies have delivered Surakarta itself as one of the tourist destination cities. In reviewing the development of Surakarta city tourism, it cannot be separated from the existence of culinary tourism and cultural tourism, considering that Surakarta itself is an icon of the heart of Javanese culture besides the city of Yogyakarta.

As an icon of Javanese culture, this is supported by the existence of two large palaces, namely Kasunanan and Mangkunegaran as a part of the Mataram kingdom, which has led the city of Surakarta as one of the heirs of Javanese culture. To strengthen this legitimacy, there are several places other than the two palaces to display a manifestation of the cultural image of the city of Surakarta, one of which is in the form of a museum. Back again to the Radya Pustaka museum, which is seen from its historical value and story, cannot be separated from the influence of the Kasunanan Surakarta palace, where the Radyapustaka Museum was originally named Paheman Radyapustaka. Terminologically, paheman means a gathering place, radya means king/country, and pustaka means book or scripture. Hundreds of ancient and classic books belonging to the Kasunanan Surakarta Palace, which are the works of kings and court poets, are stored in it. It is not surprising that in the courtyard of the Radyapustaka building there is a bust of Raden Ngabehi Ronggowarsito, one of the most famous Javanese poets. The statue was inaugurated in 1953 by the President of Indonesia at that time, Ir. Soekarno. Along with the development of time, the museum not only collects several relics from the two palaces but also several grants from outside parties to be collected in the museum.

From the explanation that has been put forward above, this context is quite interesting if adjusted to the present era, where there are many challenges to improve museum management, especially with the support of information systems and also recent technological developments that can cause their own problems, namely the shifting role of museums as educational and recreational facilities in the eyes of the public. Not only that, the problem of human resources for museum managers also contributes to remembering the many incidents in museums in Indonesia, the delivery of education that is displayed is less valid in explaining it to the public, so this has an impact on the decline in the image of the museum to be visited by the public and prefer other objects to visit. Therefore, in the management of the museum itself, it is necessary to also pay attention to several other factors that need to be studied carefully, both the advantages of museum products, weaknesses of museum products, opportunities for museum products and threats to museum products. Not only that, this can also be seen from the perception of tourists who visit the museum, considering that in any case the perception of these tourists also determines the direction of management of a museum from several indicators that will be asked. So by looking at the reviews that have been presented in front, in the purpose of this study is to review several factors that are used as references for future management such as museum strengths, museum weaknesses, museum opportunities, and museum threats. Second, is to project museum planning through SWOT analysis and also through IFAS and EFAS matrix indicator analysis so that this will be a reference for separate considerations for the Radya Pustaka museum manager.

As is known in the world of tourism, several tourist attractions, including historical heritage attractions, are also in the spotlight, this was also stated by (Kartika, Fajri, and Kharimah 2017) who mentioned several of the most important aspects in developing heritage tourism, namely attractions, accessibility, amenities and institutions in an area are separate considerations. ([Ismayanti 2010](#)) The same thing was also stated by ([Sugihartoyo and Widagdo 2010](#)), where historical heritage objects, one of which is urban heritage which is reviewed from the physical aspects of a building, public space and city morphology becomes a characteristic to be developed. This context is reinforced by the existence of urban heritage as part of historical and cultural heritage that can show the identity of a city that should be managed and utilized properly to become a source of regional income. However, as stated above, it can be described that heritage tourism management must involve all parties in stakeholders, including local communities ([Nasution and Widya 2014](#)) ([Azis, Sulistyo, and Sukarnen 2019](#)). This is also stated in the research ([Widyawati 2018](#)), where the involvement of local communities is in the form of active participation and real contributions from local communities. The study stated that local communities generally have a positive perception of the development of heritage tourism in the Trowulan area, but the enthusiasm to get involved and participate is still not optimal. The context also implies that tourism is also a community-based activity, namely that the resources and uniqueness of local communities, both in the form of physical and non-physical elements (traditions and culture) inherent in the community, are the main driving elements of tourism activities themselves; on the other hand, local communities that grow and live side by side with a tourist attraction cannot be denied that they have actually become part of an interconnected ecological system ([Suwarno 2009](#)).

Therefore, in explaining some historical heritage assets and their clusters such as museums, it is necessary to study them in depth. In general, if we look at what has been stated in the views of ([Tutuparry, Geovani Futwembun 2023](#)), it explains that the museum itself is one of the important assets in displaying a tourism image and requires reliable management. This is in line with what is explained in the book written by ([Sutaarga 1983](#)) guidelines for organizing and managing museums which explain that the position of the museum as a place to accommodate sciences, both social and technological, which should be managed properly for various existing interests. In the view put forward by stating that museum management is based on governance to coordinate and also synchronize between authorized stakeholders, which is further stated by quoting George R Terry who explained that management includes 4 things, namely planning, planning, organizing, and supervision. In research conducted by ([Nugraha and Rosa 2022](#)) it also explains that the existing image of the museum must indeed be displayed and must also pay attention to the side of the museum entrance ticket and the number of visitors. As also stated in the research conducted by ([Anggana 2022](#)), which explains the ARMA museum management strategy is carried out by increasing the presentation of museum collections, training and selection of existing human resources, specializing in museum marketing based on the unique concept it has, and starting the digital marketing process.

Methods

In this study, it is indeed classified as a qualitative study with data obtained from distributing questionnaires to 25 tourist respondents and also in-depth interviews. For data analysis, it was first analyzed based on internal and external factors of the Radya

Pustaka Museum which were formulated in the IFAS and EFAS matrix indicators, where this will be described in the SWOT analysis used to identify internal conditions, in the form of strengths and weaknesses owned by the Radya Pustaka Museum, as well as external situations, in the form of opportunities and threats that influence efforts to formulate the management of the Radya Pustaka Museum as a cultural heritage tourist attraction in Surakarta.

Results

First of all, in this study, the perception of tourists visiting the Radya Pustaka Museum will be presented first, where it has been explained in the research method, taking a sample of 25 respondents, both local and foreign tourists who are visiting the Radya Pustaka Museum. The following is the tabulation:

Table 1: Tourist perceptions of the existence of the Radya Pustaka Museum as a cultural heritage tourism destination

No	Deskripsi Objek	Respondent Assesment				Amont
		Verry Good	Good	Not Good	Very Bad	
1.	Building architecture.	15	10	-	-	25
2.	museum collection	21	4	-	-	25
3.	Collection presentation layout (<i>Layout</i>).	5	20	-	-	25
4.	Supporting tourism facilities available.	12	13	-	-	25
5.	Historical Information displayed	21	4	-	-	25
6.	Officer service.	3	22	2	-	25
7.	Accessibility (roads, transportation).	3	22	-	-	25
8.	Cleanliness and environmental comfort	-	23	2	-	25
9.	Condition of the surrounding environment	18	7	-	-	25
10.	Safety and friendliness of local people.	3	20	2	-	25

Source: Author's processed data, 2024

If we look at table 1, it can be seen that the perception of tourists towards the existence of the Radya Pustaka museum is very good considering that the table shows that the presentation of its attractive and informative collections is indeed enough to build emotional bonds for visitors to find out the historical traces around the city of Surakarta regarding the museum. There were only two respondents (0.8%) who stated a bad assessment of the service of the officers, especially regarding the foreign language communication skills of the tour guides, and two respondents (0.8%) who stated that the cleanliness and comfort of the environment were not good. This context is indeed commensurate with the assessment of tourist perceptions of the security and friendliness of the local community, where the problem of traders in the Sriwedari area is considered less organized, which is also related to complaints about the friendliness of the local community in the area.

Judging from the driving factors for the management of the Radya Pustaka Museum as seen from interview data and also observations at the museum, it can be described that

a) The Radya Pustaka Museum is a museum that offers historical values of the existence of the city of Surakarta and its surroundings and is one of the oldest museums in Indonesia.

b) The Radya Pustaka Museum stores and exhibits objects of high historical value so that it can be used as a center for developing educational and recreational-based cultural tourism potential.

c) The use of modern technology in the layout of the Radya Pustaka Museum collection makes it very attractive and informative.

d) Its location is very strategic, namely right in the heart of Surakarta city, close to Sriwedari which stands next to the Slamet Riyadi protocol road

e) The Radya Pustaka Museum building and facilities are very complete

While the opportunities that are driving factors for the management of the Radya Pustaka Museum include:

a) There is a tendency for global tourism towards alternative tourism, one of which is educational and recreational-based museum tourism.

b) There is support from the central government to grow the museum love movement by determining 2015 as the year of museum visits.

c) The process of establishing a Destination Management Organization (DMO) for the Surakarta city area has begun

d) The tourism image of the city of Surakarta continues to improve and shows increasing growth with the holding of major events in the city of Surakarta

e) There is progress in information technology such as internet access that makes it easier for tourists to access information about the existence of a destination and the attractions of cultural heritage tourism.

Judging from the inhibiting factors of the management of the Radya Pustaka Museum, the following can be identified:

a) The Radya Pustaka Museum is a cultural heritage tourist attraction that is still in the process of further development so that it is known by foreign tourists.

b) The Radya Pustaka Museum Management Agency still lacks human resources who have formal tourism education.

c) Lack of promotion regarding the existence of the Radya Pustaka Museum as a cultural heritage tourist attraction, especially promotion to tourism business managers (travel agents, hotels, restaurants) and educational institutions (schools).

d) There is no special unit for the Radya Pustaka Museum building so that supporting facilities such as Traditional food stalls and souvenir shops have not been realized.

Related to the threats faced in the management of the Radya Pustaka Museum as a tourist attraction, including:

a) The existence of street vendors who often interfere with the comfort of tourists.

b) The parking area is not large enough so that in the future it will be a threat if the museum is crowded with visitors

c) Low public understanding and interest in visiting the museum.

d) The rear corridor of the Radya Pustaka Museum is still not neatly arranged, thus disturbing the comfort of tourists who want to visit.

e) There are many offers of more attractive and innovative optional tour packages in Surakarta which also promise greater incentives for tour guides.

The Grand Strategy description of the management of the Radya Pustaka Museum based on the results of the analysis of internal and external factors, the position of the internal environment is in a moderate or average position with a value of 2.928 and the position of its external environment is also in a position with a value of 2.984. The IFAS and EFAS matrices combined will produce a general strategy (grand strategy) for the management of the Radya Pustaka Museum as a cultural heritage tourist attraction, which will be included in the internal-external matrix in the form of a nine-cell diagram, as in Table 2 below:

Table 2 Internal-external matrix of Radya Pustaka Museum as a cultural heritage tourism attraction

		Total Skor IFE		
Total Skor	4.0	3.0	2.0	1.0
	3.0	I	II	III
	2.0	IV	V	VI
	1.0	VII	VIII I	IX

Description of Data Analysis Results:

I : Growth: Grow and develop (concentration via vertical integration)

II : Growth: Grow and develop (concentration via horizontal integration)

III : Retrenchment: Maintain and nurture (rotational growth)

IV : Stability: Grow and develop (pause)

V : Growth: Concentration through horizontal integration
Stability: Maintain and maintain

VI : Retrenchment: Harvest or divest (bound area or sell)

VII : Growth: Maintain and maintain (concentration diversification)

VIII : Growth: Harvest or divest (conglomerate diversification)

IX : Retrenchment: Harvest or divest (liquidation)

From Table 2 above, it can be seen that the Radya Pustaka Museum is in cell V in the internal-external matrix. This means that the existence of the Radya Pustaka Museum as a cultural heritage tourist attraction is in a moderate or average position. From the internal-external environmental analysis method, the strategy that must be applied by objects in cell V is to maintain and preserve (unchanged strategy). The object operates with moderate appeal and only has an average competitive position. The strategy carried out is to continue its current activities and only make a few improvements. This means that there are not many strategic changes that must be implemented by the Radya Pustaka Museum Management Board, the management only continues the strategy that has been carried out so far. However, for the progress of the management of the Radya Pustaka Museum as a cultural heritage tourist attraction, improvements are needed in management (administration), especially improving the educational qualifications of tourism human resources and expanding the market share, especially the domestic market.

1. Alternative Strategy for Managing the Radya Pustaka Museum as a Cultural Heritage

Tourism Attraction to Function Optimally.

The next stage is also carried out matching through the SWOT Analysis quadrant, for which the Internal Factor score weight and External Factor score weight are required.

Table 3 Strength Score Weights

No	Strength	weight	Rating	Score weight
1.	offers historical value about the existence of the city of Surakarta	0,103	3	0,309
2.	As a center for developing cultural tourism potential based on education and recreation.	0,105	3,3	0,346
3.	The use of modern technology in the layout makes it very attractive and informative.	0,103	3,3	0,339
4.	The location is very strategic, namely in the heart of the city, around Jalan Slamet Riyadi.	0,106	3,6	0,381
5.	Complete buildings and facilities	0,095	2,6	0,247
TOTAL				1,622

table 4 Weakness Score Weighting

No	Weakness	Weight	Rating	Score Weight
1.	Radya Pustaka Museum is a cultural heritage that is underdeveloped	0,071	1,3	0,092
2.	Lack of human resources with formal tourism education.	0,101	2,6	0,262
3.	Lack of promotion and cooperation with tourism service managers (travel agents, hotels, restaurants) and educational institutions.	0,110	3,3	0,363
4.	No construction of special units	0,075	1,3	0,097
5.	Insufficient parking facilities	0,12	4	0,49
TOTAL				1,306

Internal Factor Score Weight = Strengths-Weaknesses

= 1.622 – 1.306

= 0.316

Table 5 Weighting of Opportunity Scores

No	Opportunity	Weight	Rating	Score Weight
1.	There is a global tourism trend towards alternative tourism, one of which is museum tourism which is educational and recreational.	0,089	2,3	0,204
2.	Support from the central government to grow	0,095	3	0,285

GCM 2015.

3.	The establishment of the Surakarta DMO.	0,082	1,6	0,131
4.	Surakarta's tourism image continues to improve and shows continued growth.	0,112	3,6	0,403
5.	Advances in information technology make it easier for tourists to access museums.	0,124	4	0,496
TOTAL				1,519

Table 6 Threat Score Weighting

No	Threat	Weight	Rating	Score Weight
1	The presence of traders	0,095	2,3	0,218
2	Inadequate parking facilities	0,086	1,6	0,137
3	Low public understanding and interest in visiting museums.	0,119	3,6	0,194
4	The back corridor of the museum is not yet neatly arranged	0,067	1	0,428
5	There are many more attractive and innovative optional tour packages on offer that also promise bigger incentives for tour guides.	0,122	4	0,488
TOTAL				1,465

External Factor Score Weight = Opportunity - Threat

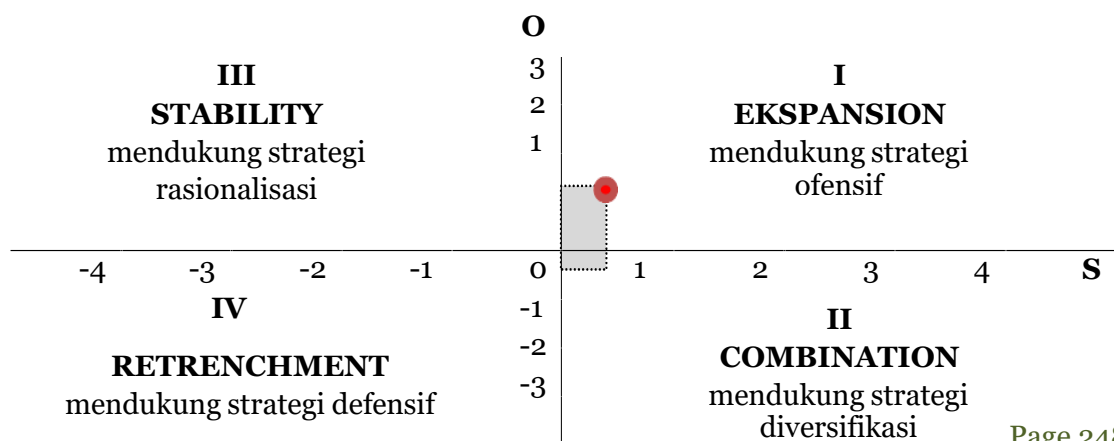
= 1.519 – 1.465

= 0.054

2. SWOT Analysis Quadrant of the Radya Pustaka Museum Management Strategy as a Cultural Heritage Tourism Attraction

Through this calculation, the coordinates for the SWOT Analysis Quadrant are obtained, namely (0.316 - 0.054). Furthermore, these coordinates can be described through the SWOT Analysis Quadrant of the Radya Pustaka Museum Management Strategy as a Cultural Heritage Tourism Attraction.

Figure 1. SWOT Analysis Quadrant of Radya Pustaka Museum Management



Based on the results of the analysis, several programs can be formulated that support the management strategy of the Radya Pustaka Museum as a tourist attraction, as follows.

1) SO Strategy (Strengths Opportunities)

The SO strategy utilizes all the strengths of the Radya Pustaka Museum to seize and utilize the opportunities it has. This strategy is carried out through a tourism product development strategy, with programs including the following.

- a. Improving the presentation of museum collections to be more informative and conceptual so that they can build emotional bonds with visitors.
- b. Packaging and synergizing tour packages with more famous nearby tourist attractions.

2) ST Strategy (Strengths Threats)

A strategy that uses the strengths of the Radya Pustaka Museum to overcome the threats it faces. The strategy is to increase security and strengthen the potential that is the hallmark of the Radya Pustaka Museum, with programs including the following.

- a. Playing an active role in efforts to preserve conservation areas in the environment around the museum and coordinating with local governments and related parties.
- b. Improving regional security in collaboration with the government, police and local communities.

3) WO (Weaknesses Opportunities) Strategy

WO strategy is implemented by minimizing weaknesses to take advantage of opportunities. The strategy is the development of basic and supporting tourism facilities and infrastructure around the Radya Pustaka Museum, with the following programs.

- a. Repair and arrangement of adequate and easily accessible road infrastructure and tourist transportation facilities to the museum location.
- b. Maintenance and development of existing museum facilities.
- c. Realizing supporting facilities for souvenir shops and traditional food stalls for visitor convenience and increasing motivation for tour guides.

Strategy for market penetration of tourism and promotion of the Radya Pustaka Museum as a tourist attraction, with the following programs.

- i. Expanding market share, especially the domestic market.
- ii. Conducting promotions and cooperation with Travel Agencies, hotels, restaurants, and other tourism service businesses.
- iii. Conducting promotions to schools and universities about the existence of the Radya Pustaka Museum
- iv. Holding events such as seminars, conferences, or exhibitions at the Radya Pustaka Museum in collaboration with government and private institutions.

4) WT (Weaknesses Threats) Strategy

This strategy is based on defensive activities, namely strategies that minimize

weaknesses and avoid threats. The alternative strategy is the development of management institutions and human resources, with programs including the following.

- a. Improving the quality of human resources of the Radya Pustaka Museum Management Agency through tourism courses and training, in collaboration with tourism education institutions, or through proposing the formation of technical tourism personnel or employee transfers within the Surakarta City Government
- b. Cooperating with the Indonesian Tour Guide Association (HPI) to improve the quality of service for tourist guides at the Radya Pustaka Museum.
- c. Organizing socialization, in collaboration with related parties about the important benefits of the existence of museums, in order to increase public awareness and interest in visiting museums.

Conclusion

In the management of the Radya Pustaka Surakarta museum, the results of the IFAS and EFAS matrix indicator analysis are guided by the results of the SWOT analysis, which shows that the existence of the Radya Pustaka Museum as a cultural heritage tourist attraction is in a moderate or average position. From the internal-external environmental analysis method, the strategy that must be applied by objects in cell V is to maintain and preserve (unchanged strategy). The object operates with moderate appeal and only has an average competitive position. The strategy used is to continue its current activities and only make a few improvements. This means that there are not many strategic changes that must be implemented by the Radya Pustaka Museum Management Board, the management only continues the strategy that has been carried out so far. However, for the progress of the management of the Radya Pustaka Museum as a cultural heritage tourist attraction, improvements are needed in management (administration), especially improving the educational qualifications of tourism human resources and expanding the market share, especially the domestic market.

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