

Smart Tourism-Based Marketing Strategies to Increase Visitor Numbers: A Case Study of Nimo Highland

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Keywords	Abstract
<i>Smart Tourism; Marketing Strategy; Visitor Engagement; Digital Transformation; NiMo Highland.</i>	The tourist sector in Indonesia is crucial for stimulating economic growth, especially via regional development and employment generation. As digitization alters tourist behavior, smart tourism has become a strategic necessity for destinations to maintain competitiveness in the digital age. This study examines how NiMo Highland, a swiftly expanding nature-based tourist destination in Pangalengan, Bandung Regency, may utilize smart tourism technology to enhance visitor numbers. The research used a qualitative descriptive methodology, incorporating strategic frameworks such as the Ansoff Matrix, Marketing Mix (7Ps), PESTEL, and SWOT analysis to evaluate internal competencies and external environmental factors. Findings indicate that although NiMo Highland succeeds in organic digital visibility and experience offers, deficiencies persist in ticketing digitalization, third-party platform integration, and consistent event-based promotions. The study advocates for a smart tourism marketing strategy founded on three core components: (1) the integration of online travel agents (e.g., TikTok Go, Traveloka) to facilitate seamless bookings, (2) the deployment of RFID wristband technology to enhance visitor convenience and generate data-driven insights, and (3) the initiation of a signature annual event (Drone Show) to bolster brand positioning and seasonal attractiveness. These efforts seek to improve tourist engagement and operational efficiency while contributing to the wider discussion on digital transformation in nature-based tourism locations throughout Indonesia.



INTRODUCTION

Tourism is one of the key sectors driving national economic growth. In Indonesia, the tourism industry has substantial potential to support economic development through job creation, regional income generation, and cultural and natural heritage preservation (Pranadji et al., 2021; Astuti et al., 2020). According to data from Statistics Indonesia (BPS), the value of tourism products in 2021 reached IDR 31.76 trillion, while consumption reached IDR 836 trillion, reflecting a large disparity (BPS, 2022). This imbalance indicates a high level of demand compared to limited supply, which is exacerbated by infrastructural limitations and marketing issues (Rahman & Suryana, 2022; Oktaviani & Firmansyah, 2023). The gap widened significantly during the COVID-19 pandemic, which disrupted both domestic and international tourism flows (Yuliawati et al., 2021; Tohari & Haris, 2022). Moreover, the sector's recovery post-pandemic remains uneven, requiring strategic innovation and digital transformation to restore competitiveness (Wijayanti et al., 2022).

Bandung Regency, as one of the tourist destinations in West Java, has demonstrated significant development, particularly in its southern region (Rizal, 2021). One such area is Pangalengan District, which is well known for its agricultural, plantation, and natural tourism

potential. According to the Regional Spatial Plan (*RTRW*) of Bandung Regency 2016–2036, Pangalengan is designated as a tourism development zone and a service center for natural tourism. Article 52, paragraph 6 of the document states that Pangalengan is one of five sub-districts prioritized for tourism area planning and development. This is further supported by the Bandung Regency Tourism Development Master Plan (*RIPPARDA*) 2018–2025, which identifies Pangalengan as a key regional tourism destination.

Pangalengan offers the potential for ecotourism development that emphasizes sustainable management of natural attractions, such as lakes, protected forests, and plantations, without compromising their authenticity. To increase the number and quality of tourist visits, stakeholders in the Indonesian tourism sector have begun paying more attention to the role of technology-based development in tourism services. This shift aligns with evolving tourist expectations and behaviors in the digital era.

Existing studies on smart tourism in rural or eco-destinations provide valuable insights. For instance, research by Femenia-Serra and Neuhofer (2018) highlights how smart tourism technologies enhance visitor experiences in rural areas through personalized and interactive tools. Similarly, Jeong and Shin (2019) emphasize the role of digital platforms in improving accessibility and engagement for eco-tourism destinations, particularly among younger demographics. Another study by Eko Susanto et al. (2020) explores the integration of smart tourism technologies in Indonesian rural destinations, demonstrating their potential to boost visitor numbers and satisfaction. However, these studies primarily focus on established destinations or urban-centric models, leaving a gap in understanding the application of smart tourism in newly developed, nature-based attractions like NiMo Highland.

This research fills that gap by examining NiMo Highland, a new and fast-growing tourist attraction in Pangalengan District. With its variety of facilities and high visitor interest, NiMo Highland has positioned itself as a key player in the regional tourism ecosystem. The attraction integrates several modern features, including digital platforms, to support promotion and customer convenience, making it a relevant case to explore how smart tourism technology can influence tourist behavior and the overall visitor experience. The novelty of this research lies in its focus on a non-urban, nature-based destination and its comprehensive approach to integrating smart tourism strategies—such as RFID wristbands and OTA partnerships—to address unique challenges and opportunities in such settings.

This research is particularly important given the post-pandemic trend of increasing outbound and domestic travel in 2022 (*BPS-Statistics Indonesia, 2022*), highlighting the growing need for digital solutions and innovations in tourism management. While many studies on smart tourism focus on smart cities or the influence of social media on destinations, fewer have examined the direct impact of smart tourism technology on tourist intentions, especially in newly developed attractions outside urban centers.

Therefore, this study aims to explore the application of smart tourism technology at NiMo Highland and analyze its influence on tourists' intention to visit, contributing to the broader understanding of how digital transformation is shaping the tourism landscape in Indonesia. The findings will provide valuable insights for destination managers, policymakers, and tourism stakeholders seeking to adopt digital solutions in rural or nature-based tourism. By demonstrating the practical benefits of smart tourism—such as operational efficiency,

improved visitor satisfaction, and increased competitiveness—this study contributes to the sustainable development of Indonesia’s tourism sector while offering a replicable model for other emerging destinations.

RESEARCH METHODS

This research employs a qualitative descriptive design to investigate and evaluate strategic marketing methods for enhancing visitor attendance at NiMo Highland through the implementation of a smart tourism concept. The qualitative method is appropriate for this study since it facilitates comprehensive knowledge of the internal and external elements affecting tourism marketing strategies, especially in recognizing new market niches (Creswell, 2014).

This design is preferred over a quantitative approach since the research seeks to evaluate and comprehend contextual elements, consumer behaviors, and strategic opportunities based on existing data and theoretical frameworks, rather than testing hypotheses or statistically generalizing findings.

This methodology carefully examines and analyses data from internal company sources and publicly accessible information to uncover insights that, while not readily quantitative, are contextually rich and pertinent. This approach enables the application of conceptual frameworks, such as the Ansoff Matrix, Marketing Mix (7Ps), *PESTEL*, and *SWOT*, to formulate strategic recommendations based on empirical data and theoretical foundations.

This design immediately aligns with the research aims and enquiries, especially those aimed at comprehending how smart tourism strategies might engage untapped market segments.

RESULTS AND DISCUSSION

Analysis

PESTEL

1. Political

NiMo Highland functions within Indonesia's expanding tourism sector, bolstered by the Ministry of Tourism and Creative Economy. The Kharisma Event Nusantara (KEN) programme enhances regional tourism by providing event support and increasing destination prominence. Nonetheless, the application of policies concerning environmental conservation and land-use zoning in Pangalengan requires ongoing monitoring to prevent legal disputes and guarantee operational continuity (Ministry of Tourism and Creative Economy, 2024).

2. Economic

In 2024, Indonesia documented 1.02 billion domestic visits, reflecting a 21.7% increase from the prior year, signifying an escalation in domestic travel demand (BPS, 2025). The international tourism sector rebounded with 13.9 million visits (+19% YoY), contributing IDR 1,131 trillion to national GDP, representing 5.1% of total GDP, and supporting 12.5 million employment (WTTC, 2024). These figures indicate a flourishing sector, which advantages destinations such as NiMo Highland. Nevertheless, inflation and gasoline expenses may hinder discretionary travel among the lower-middle class, requiring adaptable pricing or bundling approaches.

3. Sociocultural

There exists a significant demand for nature-centric, visually appealing tourism, particularly among Indonesian Generation Z and millennials, who predominantly utilize sites such as Instagram and TikTok. NiMo Highland's marketing effectively coincides with this trend by highlighting visually appealing scenery and adventure-oriented attractions (Statista, 2024). Moreover, Indonesia's collectivist culture promotes family and group-oriented travel. Group reservation methods through WhatsApp and the consolidation of packages for large groups or events correspond with these inclinations.

4. Technological

There exists a significant demand for nature-centric, visually appealing tourism, particularly among Indonesian Generation Z and millennials, who predominantly utilize sites such as Instagram and TikTok. NiMo Highland's marketing effectively matches with this trend, highlighting visually appealing scenery and adventure-oriented attractions (Statista, 2024). Moreover, Indonesia's collectivist culture promotes family and group-oriented travel. Group reservation systems through WhatsApp and the consolidation of packages for large groups or gatherings correspond with these inclinations.

5. Environmental

Conducting activities in a safeguarded highland region necessitates robust sustainability measures. Indonesia has designated 21% of its territory for conservation, with Pangalengan situated inside West Java's environmentally vulnerable area (World Bank, 2023). Climatic hazards, such as extended precipitation or fog, might impede outdoor attractions such as the Glass Sky Bridge or Sky Lantern events. Consequently, NiMo Highland must allocate resources towards sustainable waste management, ecologically friendly infrastructure, and visitor education on conservation to uphold its attractiveness and adhere to regulatory standards.

6. Legal

Adherence to legal standards is essential, particularly for public safety on high-risk attractions such as zip lines or bridges. Indonesian legislation governs responsibility, employee protection, and consumer rights within the tourism industry (Kemenkumham, 2023). NiMo Highland, as a business engaged in online interaction, is required to adhere to Indonesia's Personal Data Protection Law (UU PDP No. 27/2022) in the management of consumer data obtained via social media platforms or reservation conversations.

Marketing Mix

1. Product

In tourism marketing, the "product" includes the complete visitor experience, comprising both tangible attractions and intangible factors such as ambiance, aesthetics, and emotional resonance. NiMo Highland, situated in Pangalengan, West Java, provides a nature-centric tourism experience focused on the picturesque allure of tea plantations, high vistas, and adventure-oriented pursuits. The name of the destination—an acronym of "Nini Mountain"—encapsulates its geographic and cultural uniqueness.

The primary offering is the panoramic natural experience. The centerpiece of this offering is the Sky Bridge, a 150-meter U-shaped glass edifice elevated above the tea fields, affording panoramic views of the surrounding terrain. This bridge has emerged as the emblem of NiMo Highland and is essential to its marketing identity. Visitors may appreciate the serene

landscape, inhale the crisp mountain air, and photograph picturesque moments from a lofty vantage point.

The main experience is enhanced with a range of significant attractions that accommodate diverse tourist interests, including thrill-seekers, families, and casual sightseers:

Main Attractions at NiMo Highland

- a. Nimo Eye: A giant Ferris wheel that holds a MURI (Indonesian World Record Museum) record as the "Highest-Elevation Ferris Wheel in Indonesia." Visitors can enjoy 360-degree views of the tea plantations and surrounding mountains. Cabin options include Regular, VIP, and Family types.
- b. Glass Sky Bridge (Nimo Sky Bridge): A U-shaped glass bridge stretching 150 meters, offering breathtaking panoramic views of the tea plantations, mountains, and Situ Cileunca from above.
- c. Nimo Flying Fox: A high-adrenaline attraction where visitors glide 150 meters above the ground at speeds of up to 70 km/h across a 300-meter track.
- d. Nimo Swing: A giant swing that propels visitors into the open air from a high altitude, equipped with secure safety gear.
- e. ATV Rides: All-terrain vehicle rides through various thematic tracks such as the "Joy Track," "Romantic Track," and "Explorer Track," which cover rocky and muddy terrains.
- f. Virtual Reality (VR): A 4D cinematic experience with various movie genres, enhanced through VR headsets and motion-based simulation.
- g. Paintball and Target Shooting: Group-based paintball games or individual shooting challenges set against the backdrop of tea hills.
- h. Horse Riding: An alternative way to explore the destination through guided horseback rides.

Supporting Experiences and Photo Spots

To enhance the immersive value of the tourism product, NiMo Highland integrates culturally inspired rest and photo zones, such as:

- a. Indian Tent Area: Themed with indigenous-style tents, ideal for relaxation and unique photo opportunities.
- b. Santorini Zone: A photogenic area with Greek-inspired white-and-blue architecture, popular among social media users.
- c. Bean Bag & Net Area: A laid-back lounging space where guests can relax on bean bags and nets while admiring the view.
- d. Sunrise and Sunset Viewing: Due to its high elevation, NiMo Highland is known for providing excellent vantage points for sunrise and sunset experiences.

NiMo Highland is complemented by various hospitality and convenience amenities, including extensive parking for buses and private vehicles, sanitary restrooms in two zones, a spacious prayer room accommodating up to 50 individuals, and a complimentary shuttle service from the parking area to the main entrance. The food and beverage experience is varied, featuring establishments like Sky Café, Sky Resto, Camellian Sky View Resto, and Shaddy Café, designed to provide gastronomic delight with picturesque views.

The existence of a souvenir shop, main lobby, information center, and a comprehensive ticketing and security system enhances the professional and well-managed perception of NiMo Highland's tourism offering.

NiMo Highland presents a multi-sensory and multi-dimensional offering, harmonizing natural beauty, excitement, comfort, and aesthetics—perfect for contemporary tourists desiring a combination of adventure, leisure, and sharing moments.

2. Price

Price is a fundamental element of the marketing mix, as it directly influences consumer decision-making, perceived value, and accessibility. In tourism, pricing must reconcile operating expenses, visitor anticipations, and competitive standing. NiMo Highland has a tiered and dynamic pricing system that fluctuates dependent on various criteria, including the day of visit (weekday versus weekend), visitor age, and chosen experiences or bundled packages.

a. General Admission Ticket Prices

NiMo Highland adopts differential pricing for general admission based on visitor category and timing:

Regular Admission (Adults)

Weekday: Approximately IDR 40,000 – 45,000

Weekend: Approximately IDR 45,000 – 50,000

Regular Admission (Children aged 4–12)

Weekday: Approximately IDR 30,000

Weekend: Approximately IDR 35,000

Premium Sunrise Ticket (typically available during weekends and national holidays, with entry from 05:00 AM)

Adults: Approximately IDR 60,000 – 75,000

Children: Approximately IDR 50,000 – 65,000

This flexible pricing model accommodates different market segments and enhances value perception, particularly for early risers and families.

b. Attraction-Specific Pricing

In addition to the entrance fee, NiMo Highland charges separate rates for its main attractions (wahana), allowing visitors to customize their experience according to personal interests and budget:

Nimo Eye (Ferris Wheel)

Regular Ticket: IDR 40,000 – 50,000 per person (1 lap, 10 minutes, shared cabin)

VIP Cabin: IDR 155,000 (weekday) / 185,000 (weekend) for 2 people (private, 2 laps, 20 minutes)

Family Cabin: IDR 280,000 (weekday) / 325,000 (weekend) for 3–4 people (private)

Glass Sky Bridge (Nimo Sky Bridge): IDR 15,000 per person

Nimo Flying Fox

Adults: IDR 65,000

Children: IDR 55,000

ATV Rides

Romantic Package (2 km): IDR 110,000 – 115,000

Explorer Package (3.5 km): IDR 175,000 – 178,000

Per session/hour options: IDR 60,000 – 110,000, depending on duration and distance

Sky Bike: IDR 50,000 – 75,000 per person

Virtual Reality (VR)

Weekday: IDR 30,000

Weekend: IDR 35,000

Paintball

Weekday: IDR 90,000 per person (minimum 8 participants)

Weekend: IDR 100,000 per person (minimum 8 participants)

Shoot Target (Paintball):

Weekday: IDR 50,000

Weekend: IDR 60,000

Horse Riding:

Children: IDR 25,000

Adults: IDR 35,000

Electric Bike Rental: IDR 50,000 – 75,000 per person

This attraction-based pricing approach empowers visitors to tailor their visit based on personal interest, time availability, and financial considerations. It also enables the management to increase per-visitor revenue (average spend) without raising barriers to entry.

c. Bundled Package Pricing

To enhance value perception and promote multi-attraction visits, NiMo Highland occasionally offers bundling options, which include admission and selected rides or products. Examples include:

Bundling Package 2

IDR 130,000 (includes entrance ticket, Glass Sky Bridge, Flying Fox, and ice cream)

Bundling Package 3

IDR 120,000 (includes entrance ticket, Glass Sky Bridge, NiMo Eye Regular Cabin, and ice cream)

These bundles are designed to simplify decision-making for tourists, encourage greater in-destination spending, and provide a perceived discount through package pricing.

d. Parking Fees

To accommodate private and group transport, the destination offers parking at tiered rates depending on vehicle type:

Two-wheeled vehicles (motorcycles): IDR 3,000 – 10,000

Four-wheeled vehicles (cars): IDR 5,000 – 20,000

Six-wheeled vehicles (buses/minibuses): IDR 10,000 – 30,000

2. Place

In the realm of the tourist marketing mix, 'place' denotes the accessibility and availability of a tourism product or service to consumers. This encompasses both the geographical site of the destination and the avenues through which visitors can acquire information, secure reservations, and purchase tickets. NiMo Highland's existing distribution approach is predominantly conventional, principally depending on direct and on-site methods.

NiMo Highland is situated in Banjarsari, Pangalengan, Bandung Regency, West Java 40378. Encompassed by vast tea plantations and mountainous terrain, the locale provides a picturesque highland setting that attracts nature aficionados, families, and urban dwellers in need of a tranquil retreat. The location is reachable by private vehicle, offering sufficient parking for motorcycles, cars, and buses at a reasonable cost.

At present, tickets for **general admission and individual attractions are sold exclusively through on-site (OTS) counters**. Upon arrival, visitors can purchase entrance tickets at the main ticket booth, while separate counters are available for purchasing attraction-specific tickets such as Nimo Eye, Flying Fox, and ATV rides. While this system allows walk-in flexibility and direct interaction, it may result in longer waiting times, especially during weekends or holidays.

In terms of payment, visitors are generally able to pay in cash or, in some cases, via debit or credit cards. However, due to the remote highland location and potential limitations in electronic transaction infrastructure, visitors should carry cash to ensure smooth transactions.

For group visits, such as school field trips, corporate gatherings, or large family tours, **NiMo Highland provides a reservation service via WhatsApp**. This channel allows direct communication with management for customized planning and coordination. While functional, the use of WhatsApp for reservations lacks the automation and efficiency offered by more advanced booking systems.

As of now, **NiMo Highland has not partnered with third-party ticketing platforms** such as Traveloka, Tiket.com, or TikTok Ticket. This limits the destination's digital exposure and the convenience of pre-booking for tech-savvy travelers. Although the current direct distribution model may suit operational simplicity and local visitor preferences, it may hinder the ability to attract broader market segments, particularly those who rely on online travel agents and digital platforms for trip planning.

To remain competitive and accessible, especially as it targets wider and younger demographics, NiMo Highland would benefit from expanding its distribution strategy by integrating **online ticketing systems and third-party booking platforms**. This would not only increase reach and visibility but also streamline the visitor experience through improved convenience and pre-arrival planning.

3. Promotion

Promotion is an essential element of the marketing mix that emphasizes how a location conveys its value offer to its target audience. At NiMo Highland, promotional efforts have focused on digital marketing, smart event activations, and enhancing its distinctive attractions. NiMo Highland employs a vigorous digital marketing strategy, maintaining a robust presence on platforms like Instagram and TikTok. The location constantly generates aesthetically pleasing content that emphasizes its hallmark attractions, like the Glass Sky Bridge, expansive tea plantations, and panoramic vistas at sunrise or sunset. These platforms serve not only for visual storytelling but also to exhibit the thrill of popular attractions such as Nimo Eye, Flying Fox, and ATV. A considerable aspect of the destination's allure is in its "Instagrammable" locations, which naturally foster user-generated content and word-of-mouth advertising.

To augment value, NiMo Highland regularly provides ticket bundling packages that integrate general admission with specific attractions such as the Glass Sky Bridge, Nimo Eye,

or Flying Fox. These bundles are periodically emphasized in digital advertisements, especially via TikTok promotions. For bigger parties, NiMo Highland partners with travel operators to offer all-inclusive tour packages encompassing transportation, meals, and excursions to further locations in Pangalengan. Examples encompass group travel packages from companies such as Mawa Holiday and Explorer ID, featuring alternatives for rafting or off-road excursions.

The promotion at NiMo Highland is bolstered by its renowned attractions, which function as inherent promotional assets. The Glass Sky Bridge and Nimo Eye are commonly regarded as essential monuments, widely highlighted in digital media. The inherent allure of the adjacent tea plantations, mountainous vistas, and meticulously designed photo opportunities such as the Indian Tents and Santorini reproductions enhance the destination's visual attractiveness.

During its initial operational period, NiMo Highland prioritized event-driven promotions, hosting numerous large-scale public events that markedly enhanced awareness and attendance. Prominent instances comprise:

- a. Jakarta Muslim Fashion Week (JMF 2022): Held on June 18–19, 2022, at NiMo Highland, this event carried the theme Acculturation—an integration of tourism and fashion. The event featured a Muslim fashion bazaar by leading Indonesian brands and was attended by prominent designers, 30 professional models, student delegations, and VVIP guests from various national ministries.
- b. Nimo Sky Lantern Festival – “Light of Peace”: Held on August 28, 2022, this was the third event in the series leading to NiMo Highland’s grand opening. The event included a paramotor parade, live music with headliner Jikustik, and the release of more than 500 sky lanterns. The festivities concluded with a “Premium Sunrise” viewing the next morning.
- c. Nimo Camp Music Festival (NCMF): Conducted on January 7, 2023, as the fourth pre-grand opening event, this festival engaged local high school students in music and cabaret competitions. It also featured MSME booths, performances from local artists such as Tiga Peka and Hujan Tomorrow, and national acts like Nidji and Fourtenty. The event attracted more than 3,000 visitors, reflecting high public enthusiasm.

Nonetheless, after its inaugural year of operation, large-scale event promotions have diminished in frequency. The original phase featured prominent campaigns and large-scale festivals, whereas contemporary promotional strategies seem to depend increasingly on standard digital engagement and influencer-generated content. This transition may indicate a purposeful change towards operational uniformity and consistent daily visitor traffic instead of fluctuations dependent on events.

NiMo Highland, as a component of the NiMo Land Group, may gain advantages from cross-promotion with other destinations in the group, albeit evidence of such collaborative initiatives is scarce. NiMo Highland's promotional strategy is based on compelling visual storytelling, extensive digital outreach, and unforgettable guest experiences; yet, it may enhance its event calendar to rejuvenate public enthusiasm and draw in new market segments.

4. People

Within the realm of tourism services, the "People" component includes all human participants directly or indirectly engaged in providing the client experience. At NiMo

Highland, individuals are pivotal in influencing tourist perceptions, upholding service excellence, and cultivating a hospitable and secure environment across the destination.

NiMo Highland utilizes a frontline service team comprising ticketing personnel, attraction operators, security staff, parking attendants, and sanitation teams. These individuals are stationed at critical locations throughout the venue, including the entrance gates, attraction counters (e.g., Nimo Eye, Flying Fox, ATV), and communal spaces. Their visibility and reactivity greatly affect the convenience and comfort of a visitor's experience in the park.

Observational data and visitor ratings indicate that the workers at NiMo Highland typically execute their responsibilities with cordiality and assistance, particularly in directing tourists around the attractions and ensuring adherence to safety protocols. Personnel managing significant attractions are instructed to inform guests about appropriate usage and safety protocols, which is crucial due to the characteristics of high-altitude or motion-oriented experiences such as the Glass Sky Bridge or Flying Fox.

NiMo Highland employs temporary or event-based personnel alongside direct service staff during busy seasons or exceptional events. During the Jakarta Muslim Fashion Week and the Nimo Camp Music Festival, supplementary event coordinators, security personnel, and hospitality staff were sent to handle the heightened influx of attendees and guarantee the success of the events.

Group reservations, particularly for educational excursions, corporate events, or tour packages, are generally managed through WhatsApp with a specialized reservation team. This staff is essential for pre-visit communication, providing tailored packages, aiding in itinerary planning, and acting as the liaison between NiMo Highland and travel agents. In the lack of a unified customer service platform or booking system, this tailored WhatsApp-based method facilitates adaptable and informal communication that aligns with the tastes of numerous domestic travelers.

Furthermore, NiMo Highland's digital footprint is indirectly bolstered by content providers, influencers, and the tourists themselves. User-generated content disseminated online serves as a mechanism of "peer endorsement," which humanizes the place and cultivates an aspirational image. Although these individuals are not formal representatives, their influence on brand impression is considerable.

The individuals associated with NiMo Highland—from frontline staff to social media contributors—are essential to the destination's service provision and promotional efficacy. Ongoing investment in service training, hospitality culture, and digital communication will be essential for preserving favorable tourist experiences and ensuring enduring brand loyalty.

5. Process

Within the framework of the tourism marketing mix, process denotes the sequence of procedures, mechanisms, and service flows that influence the visitor's comprehensive experience. At NiMo Highland, the process includes the complete visitor journey—from information retrieval and ticket acquisition to destination entry, attraction experiences, and subsequent post-visit interactions.

At now, NiMo Highland has two principal methods for obtaining tickets. General visitors may acquire tickets directly at the specified ticket desks on-site. Generally, there exists a primary counter for entry tickets and distinct counters for supplementary attractions such as the Nimo

Eye, Flying Fox, and ATV rides. Although debit and credit cards may be accepted, on-site purchases predominantly rely on cash; hence, tourists are recommended to carry cash as a precautionary measure.

Reservations for group visits, including corporate gatherings or school excursions, are facilitated using WhatsApp. Group bookings frequently encompass customizable packages that include admission tickets, chosen attractions, food, and additional amenities. Nevertheless, NiMo Highland has yet to establish collaborations with third-party ticketing systems like Traveloka, Tiket.com, or TikTok Ticket, resulting in a distribution that is predominantly confined to on-site transactions and direct bookings.

The operational procedure upon arrival is typically uncomplicated. Visitors access the venue via the main gate upon ticket validation and are directed to a central area for exploration or to various rides and photo opportunities. Personnel are positioned at critical locations to provide assistance and ensure safety, particularly at high-risk attractions such as the Glass Sky Bridge and Flying Fox. Signage exists but is restricted in certain parts, and physical maps or digital guides are not yet fully established, perhaps leading to confusion for first-time visitors.

Although the fundamental service method is effective for casual visits, there exists potential for enhancement in digital integration, queue management, and the personalization of the customer trip, particularly as visitor numbers increase. Optimizing these processes will improve overall satisfaction and strengthen NiMo Highland's position as a competitive smart tourism destination.

6. Physical Evidence

Physical evidence denotes the actual and observable components that signify the quality, credibility, and ambiance of a service-oriented location. In the context of NiMo Highland, these elements are crucial in influencing the visitor's impression and overall experience. The most notable physical characteristic of NiMo Highland is its distinctive scenery. Situated in the slopes of Pangalengan, Bandung Regency, the location provides sweeping vistas of tea plantations and adjacent mountains. The picturesque landscapes are augmented by artificial constructions like the Glass Sky Bridge—one of the primary attractions that offers an exhilarating experience and functions as a distinctive photo opportunity. Additional physical installations, such as the Santorini-themed area, Indian tents, and the Nimo Eye Ferris wheel, enhance the visual allure, solidifying the destination's status as a "Instagrammable" retreat.

NiMo Highland's amenities comprise designated entrances, specific parking zones, restrooms, prayer rooms (musholla), and dining courts. Although several amenities fulfill basic standards, there are opportunities for improvement, including the augmentation of shaded rest spaces and the strengthening of navigational signage. These minor enhancements could substantially influence visitor comfort and navigation.

The branding and visual identity of NiMo Highland are evident in staff uniforms, ticket booths, and on-site signage, however not uniformly across the park. Simultaneously, digital physical evidence, including the aesthetic of NiMo Highland's social media posts, official website, and customer evaluations on travel platforms, influences first perceptions prior to the actual visit. Their social media channels, especially Instagram and TikTok, are replete with high-quality imagery that continually showcases the site's natural beauty and attractions, so enticing potential tourists.

In conclusion, NiMo Highland has adeptly utilized its natural environment and theme design to establish robust physical evidence. As the brand expands and seeks to align with smart tourism standards, meticulous attention to facility maintenance, service ambiance, and branding consistency will become progressively crucial.

PESTEL

- 1. Political:** NiMo Highland functions within Indonesia's expanding tourism sector, backed by the Ministry of Tourism and Creative Economy. The Kharisma Event Nusantara (KEN) initiative enhances regional tourism by providing event support and increasing destination prominence. Policy enforcement for environmental preservation and land-use zoning in Pangalengan must be consistently monitored to prevent legal disputes and guarantee operational continuity (Ministry of Tourism and Creative Economy, 2024).
- 2. Economic:** In 2024, Indonesia documented 1.02 billion domestic visits, reflecting a 21.7% increase from the prior year, signifying an escalation in domestic travel demand (BPS, 2025). The international tourism sector rebounded with 13.9 million visits (+19% YoY), contributing IDR 1,131 trillion to national GDP, representing 5.1% of total GDP, and supporting 12.5 million employment (WTTC, 2024). These figures indicate a flourishing sector that advantages destinations such as NiMo Highland. Nonetheless, inflation and gasoline expenses may hinder discretionary travel among the lower-middle class, requiring adaptable pricing or bundling approaches.
- 3. Sociocultural:** There exists a significant demand for nature-centric, visually appealing tourism, particularly among Indonesian Generation Z and millennials, who predominantly utilize sites such as Instagram and TikTok. NiMo Highland's marketing effectively coincides with this trend by highlighting visually appealing scenery and adventure-oriented attractions (Statista, 2024). Moreover, Indonesia's collectivist culture promotes family and group-oriented travel. Group reservation systems through WhatsApp and the consolidation of packages for large groups or gatherings correspond with these inclinations.
- 4. Technological:** Despite NiMo Highland's robust presence on TikTok and Instagram, its absence of integration with third-party online travel agents (OTAs) such as Traveloka or Tiket.com restricts booking ease. Given that 77% of travel revenue in Indonesia is projected to be derived from online sales by 2029 (Statista, 2024), the failure to utilize OTA platforms or e-ticketing systems may impede market potential. Implementing technology like digital queuing, online reservations, or mobile payment systems would match NiMo Highland with changing consumer expectations.
- 5. Environmental:** Conducting operations in a designated highland region necessitates robust sustainability measures. Indonesia allocates 21% of its land for conservation, with Pangalengan being inside West Java's environmentally sensitive area (World Bank, 2023). Climatic hazards, such as extended precipitation or fog, might impede outdoor attractions such as the Glass Sky Bridge or Sky Lantern events. Consequently, NiMo Highland must allocate resources towards sustainable waste management, ecologically friendly infrastructure, and visitor education on conservation to uphold both attractiveness and regulatory adherence.
- 6. Legal:** Adherence to legal standards is essential, particularly for public safety on high-risk attractions such as zip lines or bridges. Indonesian legislation governs responsibility,

employee protection, and consumer rights within the tourism industry (Kemenkumham, 2023). As a business engaged in online interaction, NiMo Highland is required to adhere to Indonesia’s Personal Data Protection Law (UU PDP No. 27/2022) in the management of consumer data obtained via social platforms or reservation conversations.

SWOT and Strategic Synthesis

Table 1. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Unique and visually appealing attractions (photo-worthy and Instagrammable) • Strong organic social media presence (130k+ Instagram, 42.5k+ TikTok followers) • Low marketing expenditure but high visibility (cost-effective promotions) • High adaptability to trends and innovation 	<ul style="list-style-type: none"> • Manual, non-digital ticketing and visitor entry system • Limited OTA (Online Travel Agent) integration • Decreased consistency in hosting large events since the first year • Limited human resources for managing digital marketing and technology adoption
Opportunities	Threats
<ul style="list-style-type: none"> • Rise of smart tourism and digital transformation in the travel industry • Growing popularity of short-form video platforms like TikTok for destination marketing • OTA expansion (e.g., TikTok Go, Traveloka) offering bundled travel packages and promotions • Public enthusiasm for experiential and tech-integrated travel, especially post-pandemic 	<ul style="list-style-type: none"> • Rising competition among domestic nature and photo-tourism destinations • Visitor expectations shifting toward more seamless, tech-based, and personalized experiences • Data privacy concerns if digital systems are not implemented transparently • Economic fluctuations that can impact discretionary travel spending

Source: Author (2025)

a. Strengths

NiMo Highland boasts a robust array of internal strengths that strategically place it within the tourism sector. The attractions are visually appealing and designed for photographic opportunities, appealing significantly to contemporary, social-media-oriented visitors. This has facilitated their remarkable organic development, exemplified by the acquisition of over 130,000 Instagram followers and 42,500 TikTok followers without substantial advertising expenditures. This economical strategy for visibility and awareness demonstrates marketing efficacy. Moreover, the brand has exhibited adaptability by pursuing novel initiatives—ranging from collaborations to organizing significant events—illustrating its responsiveness to trends and innovation, an essential characteristic in the rapidly evolving tourism sector.

b. Weaknesses

Notwithstanding these advantages, NiMo Highland continues to encounter specific operating inefficiencies. The existing ticketing system is predominantly manual and lacks digital integration, impeding data collection and visitor flow management. Furthermore, although the brand initially thrived with significant events (e.g., JMFV, Nimo Camp Music

Festival), it has subsequently diminished its event-centric engagement strategy. The restricted utilization of OTA platforms such as TikTok Go or Traveloka results in a loss of broader dissemination and digital booking traffic. The lack of a specialized team or adequate human resources to oversee digital and technological transformation continues to hinder future progress.

c. Opportunities

The increasing momentum of smart tourism in Indonesia presents a significant opportunity for NiMo Highland. Tourists are progressively pursuing seamless, technology-integrated experiences, encompassing digital reservations, real-time notifications, and interactive components. Platforms such as TikTok Go are emerging as favored alternatives to conventional travel firms, offering a venue where entertainment and tourist promotion converge. The post-pandemic travel surge has demonstrated a pronounced demand for significant and immersive travel experiences, which NiMo Highland can provide, particularly with the use of advanced ticketing technology like as RFID wristbands and appealing hallmark events like the Drone Show.

d. Threats

Nonetheless, NiMo Highland encounters several hazards that require meticulous management. The domestic tourist sector is becoming progressively competitive, as more locations allocate resources towards visual appeal, social media branding, and user-centric experiences. Visitors are increasingly discerning, favoring locations that provide ease, personalization, and digital accessibility—all of which necessitate continuous innovation. Moreover, the use of digital tools, if inadequately conveyed, may elicit apprehensions around data privacy. Finally, economic uncertainties might influence domestic travel budgets, especially for destinations dependent on discretionary expenditure.

Proposed Marketing Strategy

This sub-chapter delineates the TOWS analysis for NiMo Highland, after the SWOT study addressed in the preceding part. According to the report, NiMo Highland is presently contending with various internal and external factors, including the underutilization of OTA platforms, the lack of a comprehensive digital ticketing system, a decrease in the frequency of large-scale events since its inception, and insufficient digital human resources. Nonetheless, the location possesses multiple strategic benefits, including a robust organic social media presence, distinctive and visually captivating attractions, economical marketing strategies, and an increasing interest in novel tourist concepts like smart tourism.

The TOWS matrix is employed to design pertinent strategic alternatives, categorized into four segments: SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats).

SO (Strengths–Opportunities): By utilizing its internal capabilities, NiMo Highland may capitalize on external prospects, including the emergence of smart tourism and the increasing utilization of OTA platforms, to enhance its market position.

WO (Weaknesses–Opportunities): External opportunities, such the expansion of digital platforms and passenger desire for convenience, can be leveraged to mitigate NiMo

Highland's operational deficiencies, such as inadequate integration with OTAs and manual ticketing procedures.

ST (Strengths–Threats): NiMo Highland can leverage its strengths—such as robust social media involvement and responsiveness to trends—to mitigate the effects of external risks, like increasing competition and evolving tourist expectations.

WT (Weaknesses–Threats): By recognizing and rectifying internal deficiencies, NiMo Highland can formulate defensive tactics to alleviate the risks presented by external threats, so assuring long-term sustainability and competitiveness.

The TOWS matrix for NiMo Highland is presented in Table below.

Table 2. TOWS Analysis

	Opportunities	Threats
Strengths	<ul style="list-style-type: none"> ◆ Integrate OTA platforms (e.g., TikTok Go) and RFID wristband technology to enhance visitor convenience and collect valuable data for decision-making. ◆ Launch a yearly Drone Show using the unique highland landscape to drive new visitation and media attention. 	<ul style="list-style-type: none"> ◆ Use unique attractions and underutilized marketing funds to stand out amid rising competition and market saturation. ◆ Strengthen brand positioning as a smart tourism destination to build resilience against shifting travel trends.
Weaknesses	<ul style="list-style-type: none"> ◆ Invest in wristband tech and OTA partnerships to overcome limited visitor data collection and manual ticketing inefficiency. ◆ Use leftover marketing budget to increase visibility and host events to address declining event frequency post-opening. 	<ul style="list-style-type: none"> ◆ Improve digital integration and automation to reduce reliance on manual systems, minimizing service inconsistency. ◆ Create strategic campaigns through OTA channels and signature events to counter economic shifts and changing consumer behavior.

Source: Author (2025)

The TOWS Matrix above outlines a strategic alignment between NiMo Highland's internal capabilities and the external environment to formulate and implement a smart tourism-based marketing strategy aimed at increasing visitor numbers.



Figure 1. RFID Wristband Mockup

Source: OpenAI (2025)

Leverage OTA Platforms and RFID Wristband Tech to Improve Visitor Experience (S-O Strategy)

An effective plan for Nimo Highland is to utilize OTA (Online Travel Agent) platforms and RFID wristband technologies to improve the guest experience. By collaborating with prominent sites like TikTok Go, Traveloka, or Klook, Nimo Highland can optimize the ticket acquisition process, provide exclusive packages, and enhance its marketing outreach to a wider audience. The incorporation of RFID wristbands facilitates effortless entry to attractions, cashless payments within the venue, and instantaneous visitor monitoring. This data can facilitate the implementation of dynamic pricing schemes, optimize crowd distribution, and provide personalized offers. Collectively, these approaches enhance simplicity, minimize friction in the visitor experience, and foster a memorable encounter, ultimately resulting in heightened visitor numbers through favorable word-of-mouth, enhanced online evaluations, and improved customer retention.



Figure 2. Nimo Drone Show Mockup

Source: OpenAI (2025)

Launch a Signature Annual Drone Show to Boost Media Exposure (S-O Strategy)

A further strategic initiative is to inaugurate a signature yearly Drone Show that utilizes the stunning highland terrain as a natural backdrop. This visually impressive event has the potential to serve as a flagship attraction, attracting media attention and generating interest across digital channels. Nimo Highland may partner with creative firms and media outlets to develop anticipation months prior, while providing early bird promotions and packaged packages that include local hotels and transportation. Aligning the event with peak tourism seasons or holidays will enhance visitors and establish Nimo Highland as an innovative and culturally dynamic destination. This repeating event can generate anticipation over time and evolve into a tradition that tourists schedule around, substantially increasing annual attendance.

Digital Automation to Improve Service Consistency (W-T Strategy)

Nimo Highland must enhance its internal operations by increasing digital automation to diminish dependence on manual procedures, in addition to attraction-based initiatives. Substituting manual ticketing and on-site reservations with fully integrated digital solutions

will facilitate better visitor flows and reduce service interruptions. Investing in intuitive booking platforms and digital check-in systems, complemented by proficient staff training, will guarantee consistent service quality throughout peak seasons. Furthermore, real-time data monitoring will facilitate the swift identification and rectification of inefficiencies. This enhanced reliability fosters greater visitor happiness, reduces complaints, and bolsters brand trust—essential components in promoting both first visits and repeat travels, particularly among large groups and families who prioritize dependable experiences.

Host Frequent Themed Events Using Leftover Budget to Stimulate Visits (W-O & W-T Strategy)

Finally, to maintain visitor engagement beyond the initial launch phase, Nimo Highland can implement a dynamic event-driven strategy by utilizing remaining marketing funds to organize regular themed events. These smaller, more economical events, including food festivals, art markets, or seasonal cultural celebrations, can maintain the destination's dynamism and engagement year-round. Partnering with local creatives and small enterprises can save operational expenses while promoting community engagement. Utilizing OTA channels and focused social media campaigns may create immediate excitement, draw in new audiences, and mitigate seasonal declines in visitor numbers. By consistently providing novel experiences, Nimo Highland can maintain its status as a preferred weekend destination and promote repeat visits, ultimately resulting in a more stable and sustained rise in attendance. By implementing these four distinct yet complementary strategies, Nimo Highland will be able to:

- a. Attract new visitors** through tech-enabled ease and expanded reach,
- b. Encourage repeat visits** through annual and themed events,
- c. Improve visitor satisfaction** and loyalty via automation and consistency, and
- d. Maintain a resilient, agile marketing approach** despite budget or economic fluctuations.

CONCLUSION

This study aimed to answer two main research questions: What is a suitable marketing strategy applying smart tourism that NiMo Highland should implement to increase tourist visits? What are the recommendations and the implementation plan for the proposed strategy at NiMo Highland? The research finds that a strategic tourism marketing plan, aligned with NiMo Highland's strengths and external opportunities, is crucial for enhancing visitor numbers. The investigation revealed three primary strategic pillars: integration with Online Travel Agent (OTA) platforms, including TikTok Ticket and Traveloka, to streamline digital booking and reach tech-savvy consumers; implementation of RFID wristbands, improving visitor convenience, operational efficiency, and real-time data collection; and development of a signature annual event (e.g., a Drone Show) to strengthen NiMo Highland's brand positioning and attract consistent seasonal attention. These strategies were developed based on insights from internal (7Ps) and external (PESTEL) analyses and further refined using SWOT and TOWS matrices. They collectively embody the fundamental attributes of smart tourism: augmenting tourist experience, utilizing digital platforms, and strengthening destination competitiveness. A definitive implementation plan was proposed to address the second

research topic. It delineates schedules and resource distributions for digital integration, event organization, and infrastructure enhancements, guaranteeing that each endeavor fosters sustained growth and market pertinence. This research enhances the comprehension of the application of smart tourism methods in nature-based destinations beyond urban centers. NiMo Highland exemplifies a paradigm for regional attractions seeking to upgrade their marketing strategies and operational frameworks in accordance with the changing expectations of tourists in the digital age.

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