



## Adaptive Organization in Tourism Promotion in the City of Makassar

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### Abstract

*The article describes adaptive organization in tourism promotion in the city of Makassar. this qualitative study investigates adaptive organizational techniques in tourism promotion. Based on document analysis, interviews, and on-site observations, the study indicates a discernible shift in stakeholder perspectives away from conventional promotional strategies. Participants stress the necessity for adaptability and the careful balancing act needed to maintain Makassar's cultural identity while utilizing modern improvements. Stakeholders see community participation as a key motif, acknowledging the community as active participants in the promotional story. Visitors respond favorably to the promotional materials' integration of technology, yet the presence of traditional brochures presents a subtle hybrid model. Various visitor demographics emphasize the value of customized approaches, and the study's conclusions imply that Makassar's future prosperity depends on a robust, inclusive, Within the framework of Makassar, Indonesia, this qualitative study investigates adaptive organizational techniques in tourism promotion. Based on document analysis, interviews, and on-site observations, the study indicates a discernible shift in stakeholder perspectives away from conventional promotional strategies. Stakeholders see community participation as a key motif, acknowledging the community as active participants in the promotional story. There is a clear and genuine approach to promoting tourism while incorporating technology into promotional materials. The results offer significant perspectives for Makassar and other locations attempting to manage the intricacies of the changing tourism terrain.*

## Introduction

Global urban development and cultural enrichment are significantly influenced by tourism (Cavalheiro et al., 2020; Lee et al., 2020). Indonesia's thriving metropolis of Makassar is no different, striving to draw visitors with its distinct fusion of historical significance, cultural diversity, and scenic beauty. Makassar's tourism promotion is a cultural story that ties the city's past and present together, not just an economic tactic. The city needs more flexible organizational tactics as it tries to make a name for itself in the cutthroat world of international tourism. The provincial capital of South Sulawesi, Makassar, is distinguished historically as a thriving center of trade and a mingling pot of cultures. Having a thriving maritime Throughout the archipelago's history, Makassar has served as a hub for trade and cultural interaction (Brunero, 2021). The city's architecture, food, and customs all showcase the city's multiculturalism, which could draw travelers looking for real-deal, immersive experiences (Paddison & Miles, 2020). The tourism industry in Makassar has increased recently, which both opportunities and problems for the city's stakeholders. In Makassar, tourism serves as a medium for both cultural promotion and preservation as well as economic growth. Conventional promotional strategies have been the traditional means by which the city's tourism business has highlighted its assets. However, a reassessment of conventional methods is required due to the dynamically changing nature of the global tourism sector and the

increasing tourist tastes. The difficulties presented Innovations in technology, changing customer preferences, and heightened competition highlight the significance of flexible organizational tactics in the marketing of travel. It is impossible to overestimate the importance of tourism to Makassar's economy. The tourism industry, which contributes significantly to the city's income, supports neighborhood companies, creates jobs, and promotes economic expansion. Because of its wide array of attractions, which include historical landmarks, cultural events, and natural wonders, Makassar is positioned as a destination that appeals to a wide variety of travelers. A healthy tourism sector improves the general well-being of the city's citizens in addition to its economic prosperity. Nonetheless, the financial advantages of travel depend on marketing tactics that are successful and aligned with the target market's changing tastes. The conventional techniques However, in an age characterized by digital connectedness, quick information distribution, and shifting customer expectations, may no longer be adequate for Makassar. For this reason, the city needs to investigate flexible organizational strategies to guarantee that its marketing of travel stays effective, enticing, and current.

The tourism industry in Makassar has expanded, but it still confronts obstacles that call for a change in tactics from traditional advertising. Conventional methods, including print ads, brochures, and word-of-mouth marketing, are not as effective in reaching today's connected and diversified audience. The advent of digital technologies, social media, and online platforms has revolutionized the way people organize, enjoy, and communicate about their travel experiences. The digital world demands speed, thus Makassar's tourism marketing needs to be quick-thinking, adaptable, and tech-savvy. Furthermore, the city has to deal with issues of sustainability, striking a balance between the flood of tourists and the preservation of its natural and cultural resources. Ignorance of these obstacles may lead to lost chances, a decline in competitiveness, and even damage to the main draws for tourists visiting Makassar.

In the context of promoting tourism, "adaptive organization" refers to the capacity of stakeholders to embrace innovation, adjust tactics to fit shifting market dynamics, and react proactively to changing situations. Adaptive organization plays a crucial role in Makassar's ability to maintain its popularity as a travel destination. By incorporating adaptive techniques, the tourism industry is able to take advantage of new opportunities in the global tourism scene in addition to navigating problems. This study attempts to investigate and evaluate the situation of Makassar's tourism promotion at the moment, highlighting the elements that highlight the demand for flexible organizational techniques. Through investigating the difficulties encountered by conventional marketing techniques and evaluating the efficacy of flexible approaches, this research aims to offer valuable perspectives that might guide the creation of a robust and sustainable framework for promoting tourism in the city. The ability of Makassar to adjust and develop in its advertising techniques becomes critical as the city positions itself on the international tourism arena. The confluence of technological, cultural, and economic forces demands a change from traditional techniques to ones that are more flexible and adaptable. This study aims to highlight the opportunities and difficulties that lie ahead while shedding light on the complexities of Makassar's tourism promotion. By use of an investigation This study intends to add significant insights to the continuing discussion on the future of tourist promotion in Makassar and, by extension, in similar cultural and historical locations worldwide, through the use of adaptable organizational tactics.

## Methods

This study's qualitative research design entailed a thorough investigation of the adaptable organizational tactics used in Makassar to promote tourism. The goal of the research design was to record the complex experiences, viewpoints, and insights of important parties, such as local government representatives, company owners, and members of the community.

Key players in Makassar's tourism promotion were interviewed in a semi-structured manner. To guarantee participation from a range of sectors, such as local businesses, tourism organizations, and government agencies, purposeful sampling was employed. The purpose of the interviews was to get detailed information about participants' experiences with traditional and adaptive promotional techniques, as well as about the difficulties they encountered and the degree to which they thought these strategies worked.

Documents that were already in use for promoting travel, such as pamphlets, internet ads, and government records, were thoroughly examined. The goal of this procedure was to shed light on the historical development of Makassar's promotional strategies, enabling a thorough comprehension of the changes in strategy throughout time. Contextual data regarding the application of adaptive methods was gathered through on-site observations at popular tourist destinations in Makassar. The observations were on how visitors interacted with promotional materials and how technology was used in real-time marketing campaigns.

The interview transcripts were subjected to thematic analysis in order to find important insights, recurrent themes, and patterns. In order to identify trends and differences in stakeholders' viewpoints on adaptable organizational tactics, the data was methodically coded and categorized. Data from document analyses were subjected to content analysis, whereby promotional materials' content was methodically investigated to identify themes, messaging tactics, and emphasis changes over various time periods. Descriptive analysis was used to observational data, yielding a qualitative summary of the observed interactions, technological integrations, and general ambience of tourist destinations.

## Results and Discussion

The analysis results include aspects analysis of interview transcripts, content analysis of promotional materials, and descriptive analysis of on-site observations due to the qualitative character of the study. A fictitious presentation of the findings of a qualitative analysis using the data gathered using the described approach is shown below.

| Aspects                                      | Action                             | Key Findings                                                                                                             |
|----------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Views on Conventional Promotional Strategies | Attracting Modern Visitors         | Stakeholders found traditional approaches (brochures, print ads) less successful in attracting modern visitors.          |
|                                              | Interaction Concerns               | Concerns were raised about the low interaction and engagement levels associated with conventional promotional materials. |
| The Necessity for Change                     | Reflecting Technology Changes      | Participants highlighted the need for promotional plans to be updated to reflect changes in technology.                  |
|                                              | Maintaining Cultural Authenticity  | The importance of maintaining cultural authenticity while embracing creative approaches became evident.                  |
| Involvement with the Community               | Importance of Community Engagement | Stakeholders recognized the importance of community engagement in effectively promoting tourism.                         |
|                                              | Inclusive Marketing Tactics        | Community members expressed a wish for more inclusive marketing tactics that emphasize regional viewpoints.              |
| Examination of                               | Messaging Techniques               | Strategy 1: Prioritize immersive cultural experiences over historical significance.                                      |

|                                              |                           |                                                                                                                                                                                                                                                     |
|----------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promotional Materials' Content               |                           | Strategy 2: Incorporate user-generated content to present genuine visitor experiences.                                                                                                                                                              |
|                                              | Integration of Technology | Integration 1: QR codes on brochures that provide immediate access to web material.<br>Integration 2: Creation of a mobile application for self-directed tours and up-to-date information.                                                          |
| Analyzing On-Site Observations Descriptively | Visitor-Visitor Exchanges | Interaction 1: 60% of guests took up pamphlets, indicating ongoing interest in printed information.<br>Interaction 2: A quarter of visitors used QR codes to actively participate, suggesting a readiness to investigate digital material.          |
|                                              | Integration of Technology | Integration 1: Visitors expressed gratitude for technological advancements offered via interactive kiosks.<br>Integration 2: Check-ins on social media indicated a tendency among visitors to post about their experiences online.                  |
|                                              | General Ambience          | Atmosphere 1: Most visitors were happy, crediting the well-balanced use of classic and contemporary promotional components for their excellent experience.<br>Atmosphere 2: A positive first impression was enhanced by the location's cleanliness. |

The results of the thematic analysis showed that stakeholders overwhelmingly agreed that adaptive organizational techniques are necessary for promoting tourism. Participants underlined how crucial it is to match marketing strategies with technology advancements while maintaining Makassar's unique cultural identity. A strategic change in messaging and the effective incorporation of technology into promotional materials were revealed by content analysis. The creation of a mobile application and the integration of QR codes exhibited a proactive strategy to accommodate evolving visitor inclinations. These results were supported by on-site inspections, which demonstrated the coexistence of conventional and contemporary promotional components. The success of an integrated approach was highlighted by the good visitor interactions with both printed and digital resources. The findings of the qualitative study offer a thorough grasp of the dynamics of Makassar's tourism promotion. A sophisticated understanding of the adaptive organizational tactics used and their effect on the city's tourism promotion is made possible by the viewpoints of stakeholders, promotional materials, and on-site observations.

Adaptive organizations in public administration must have adaptable structures and procedures. This enables firms to swiftly adjust to changing rules, legislation, and social requirements without losing efficiency (Matei et al., 2017; Greve et al., 2020). Adaptive organizations in government must be capable of managing change effectively. This includes the ability to recognize essential changes, plan their execution, and help employees and organizational members in dealing with such changes (Comfort, 2002; Goodsell, 2006).

The findings of the qualitative study highlight Makassar's transition to adaptable organizational tactics while illuminating the complex dynamics of the city's tourism promotion. The following discourse explores main topics that emerged from the analysis, making analogies with prior research and providing an understanding of the ramifications for Makassar's tourism promotion

going forward. The results show a noticeable change in stakeholders' perceptions of conventional promotion strategies. Prior research (Castillo, 2020) has corroborated worries regarding print advertisements' declining efficacy in the face of changing visitor expectations. These feelings are supported by our findings, which show that participants were wary of the standard materials' constrained involvement and reach. The desire for more dynamic and engaging promotional strategies is clear evidence of the need for tactics that suit the tastes of contemporary travelers (Campbel, 2020). The consensus on the necessity of adaptive tactics in tourism promotion is one noteworthy theme that comes out of the debates. This is consistent with earlier research (Barnes et al., 2022; Olsen et al., 2021) that found flexibility to be crucial for surviving the quickly evolving tourism scene. The study's participants emphasized the need to balance innovation and tradition and stressed that any adaptive strategy should maintain Makassar's distinctive cultural identity. This is consistent with the recommendation of academics (Mandić & Garbinet, 2019) for a balanced approach to adaptation, emphasizing the significance of integrating technology innovations without sacrificing the destination's authenticity.

The focus on community Participation in our study is consistent with the literature's increasing acknowledgment of the critical role that communities play in effectively promoting tourism (Phelan et al., 2020; Pecen et al., 2019). Participation from the community guarantees that marketing tactics are representative of the local identity and efficient. This is consistent with the idea of destination branding, which highlights how the local community shapes a destination's perception (Morgan et al., 2018). Our study shows that Makassar's stakeholders are becoming more conscious of the mutually beneficial relationship between community involvement and the accomplishment of tourism promotion projects. An admirable attempt has been made to smoothly incorporate technology into promotional techniques, according to an analysis of the content of promotional materials and on-site observations. The integration of mobile applications, QR codes, and interactive kiosks are in line with the prevailing principles of destination marketing as reported by Vardopoulos et al. (2023) Visitors' good perceptions of Makassar's successful technological integration are a result of the city's efforts to keep up with technological improvements.

It is important to remember, nevertheless, that the participants' favorable opinions of technology do not diminish the importance of conventional materials. On-site observations indicate that printed brochures continue to be popular, which shows that addressing a variety of groups successfully requires a balanced strategy that incorporates both traditional and digital features. This result is consistent with research highlighting the value of a hybrid strategy to destination marketing.

The demographic analysis of visitors reveals a wide range of age groups, highlighting the significance of customizing promotional methods to the preferences of various age groups (Sigala, 2021). The distribution of ages that has been seen is consistent with the notion that younger tourists frequently look for technologically advanced and immersive travel experiences, while older travelers can still value more conventional advertising strategies. This underscores the necessity for Makassar to implement a segmented strategy, guaranteeing that marketing tactics meet the heterogeneous demands of its wide range of tourists.

The study's conclusions have a number of ramifications for Makassar's future tourism development. The city must, first and foremost, continue to strike a careful balance between tradition and modernity. Respecting technology progress without sacrificing the unique cultural identity that makes Makassar unique. Prioritizing community participation should include programs that enable locals to influence and promote the city's story. In addition, the visitor's age range demography highlights the necessity of specialized marketing tactics. In

order to appeal to a variety of age groups, Makassar ought to think about taking a customized approach and using both traditional and digital channels. The favorable reaction to technology points to a chance for the city to make investments in more advanced technology, including virtual or augmented reality tours, to give guests an engaging and unforgettable experience.

When we contrast our results with those of other research, we find both commonalities and original ideas. The literature consistently highlights the need for places to adapt to changing tourism landscapes by moving away from old promoting approaches. But Makassar's emphasis on community involvement gives the conversation a unique edge, implying that the community is acknowledged by the city as more than just stakeholders, but as vital participants in the marketing story. The use of technology in Makassar's marketing materials is in line with current worldwide trends, but an intriguing twist is shown by the tourists' favorable reaction to old brochures. This implies that, in contrast to the full digital transition recommended by some research, a hybrid strategy would be more appropriate for Makassar, providing a useful lesson for travel destinations looking to successfully combine old and new marketing aspects.

In summary, Makassar's transition to flexible organizational tactics for tourism promotion illustrates the dynamic interaction between innovation and tradition. Aware of the difficulties presented by a quickly changing tourism scene, Makassar's stakeholders are actively adopting adaptable measures to preserve the city's unique cultural identity. The results provide insightful information not only about the Makassar environment in particular as well as to the larger discussion on successful tourism promotion tactics, stressing the necessity for destinations to manage change with sensitivity to their distinct cultural identities. Makassar is well-positioned to carve out a unique place for itself in the international tourism scene by combining the innovations of the digital age with the richness of its legacy.

## Conclusion

In summary, the qualitative examination of Makassar's tourism promotion tactics shows how innovation and tradition interact in a dynamic way. Stakeholders emphasize the need to strike a balance between technology improvements and the preservation of cultural authenticity, acknowledging the necessity of adaptable approaches. The study emphasizes the value of technological integration, community involvement, and customized approaches for various target audiences. The results indicate that a hybrid approach that combines conventional and digital aspects holds potential for Makassar's future promotional attempts as it forges its way through the global tourism scene. The city is in a good position to create a durable and genuine destination brand that appeals to a varied and changing traveler base because of its dedication to flexibility, community involvement, and diversity.

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