



Integrated marketing communication strategy using Quadruple Helix Approach to increase tourism visits to Mount Bromo

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ARTICLE INFO:

Received: 2024-08-02
Revised: 2024-09-09
Accepted: 2024-10-29
Published: 2024-11-30

Keywords:

Community empowerment,
Integrated marketing communications,
Mount Bromo,
Quadruple helix, Tour and travel business

ABSTRACT

Integrated marketing communications is an important strategy in customer relationship management. In the context of digital marketing, Human Resources (HR) competency in management strategy will influence marketing performance. The decline in bookings for tour packages to Mount Bromo through Manjah Tour & Travel is due to the lack of effective communication strategies implemented. This community service activity (PKM) aims to implement IMC (Integrated Marketing Communication) with the QH (Quadruple Helix) approach as an effort to increase the number of bookings for tour packages to Mount Bromo. The method for implementing PKM (Community Service) activities is digital marketing training and assistance and increasing human resource capacity. The results of PKM activities show the achievement of optimizing the integrated use of Manjah Tour & Travel's website and social media. There was an increase in the number of tour package orders to Mount Bromo within 2 months after the implementation of the activity, where previously it was 4-6 packages to 15-20 packages per week. This training activity had an impact on increasing the strategic ability of partner management in implementing IMC with the QH approach, which previously had a value of 62 percent but then increased to 88 percent. This model can provide valuable insight in implementing IMC strategies in service businesses.

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How to cite: Saptaria, L., Kurniasari, I., Buniarto, E. A., Mala, I. K., & Syamsudin, A. (2024). Integrated marketing communication strategy using Quadruple Helix Approach to increase tourism visits to Mount Bromo. *Abdimas: Jurnal Pengabdian Masyarakat Universitas Merdeka Malang*, 9(4), 960-974. <https://doi.org/10.26905/abdimas.v9i4.13819>

1. INTRODUCTION

The tourism sector in Indonesia plays a significant role in increasing national income and community welfare, creating jobs, and supporting sustainable economic growth. Sustainable tourism development prioritizes ecological, social, cultural, and economic aspects (Sukwika & Nurlestari, 2024). Growth in tourism is also driven by the expansion of supporting business sectors like hotels, restaurants, transportation, accommodation, and communication (Sandra & Althalets, 2020). This sector has become a national priority for the Indonesian government, with the President designating ten priority tourism areas to attract both domestic and international visitors. These areas include Lake Toba (North Sumatra),

Tanjung Kelayang (Bangka Belitung), Borobudur (Central Java), Wakatobi (Southeast Sulawesi), Morotai (North Maluku), Tanjung Lesung (Banten), Kepulauan Seribu & Kota Tua (Jakarta), Bromo Tengger Semeru (East Java), Mandalika (NTB), and Labuan Bajo (NTT) (Singgalen, 2021).

Bromo Tengger Semeru in East Java is one of these priority destinations being developed to attract more tourists. In 2022, this area recorded 318,919 visitors, with 310,418 domestic tourists and 8,501 foreign tourists, contributing IDR 11.65 billion to the state, a significant increase from IDR 4.85 billion the previous year. Located across Probolinggo, Malang, Pasuruan, and Lumajang, Bromo offers a scenic mountain experience, sunrise views from high altitudes, and a glimpse of the Kasada ceremony—a festival for the Tengger people held on the 14th day of the Tenggerese calendar's December month (Tesalonika, 2021).

Travel has become an essential secondary need for relaxation and leisure. Some companies now incorporate travel into employee activities as a form of recognition or human resource management. Tourism serves various purposes, such as recreation, relaxation, education, spirituality, and sports, benefiting individuals both physically and mentally (Akmal et al., 2019).

The tour and travel business provides services that make it easier for people to plan their desired trips. Manjah Tour & Travel is an event-organizing tourism agency offering packages to destinations like Malang, Batu & Bromo, Jogja & Dieng, Banyuwangi, Bali & Nusa Penida, Karimun Jawa, as well as work visits and pilgrimages to Wali Songo. The company offers transportation options tailored to group size, such as standard tourist buses, Hiace, and Elf, accompanied by professional drivers and co-drivers to ensure customer satisfaction.

However, according to discussions with Manjah Tour & Travel's management team, the business faces challenges in the area of marketing, particularly in professional management of the company's website and social media. For service businesses, effective management of websites and social media is crucial for promotion (Puspitaningrum et al., 2023), branding strategies (Indriastiningsih et al., 2024), and information dissemination (Syaharani & Pamuji, 2024).

Manjah Tour & Travel currently lacks an integrated marketing communication strategy, and the promotion team struggles to execute cohesive marketing communications. Although the marketing team uses several promotional tools, such as business cards, brochures, a website, and social media platforms like Instagram, Facebook, and TikTok, these tools are not fully effective in attracting customers to book tours to Mount Bromo. The use of brochures and business cards has diminished as they are deemed less effective in sparking customer interest. Additionally, the admin lacks the skills to create creative, engaging content for the website and social media channels, resulting in suboptimal promotional efforts that limit information dissemination.

Most marketing communication is conducted via Instagram, Facebook, and TikTok, but results have not met expectations. The website's management is also underutilized due to a shortage of professional IT personnel. The company's current website, <https://manjahtourandtrave.wixsite.com/manjahtour-1>, could benefit from enhanced digital engagement. Furthermore, customer databases and networks with hotels, souvenir shops, and other stakeholders are not well-maintained, creating challenges in expanding partnerships and marketing reach. Insufficient customer segmentation adds another layer of complexity, as the marketing team struggles to identify suitable communication tools for different customer segments.

Limited human resources for varied communication formats hinder the company from managing integrated marketing communications effectively. Improvements are needed in promotion management, customer communication, and stakeholder engagement. Additionally, the HR administration requires streamlining, as inefficient management hampers performance. No formal HR planning or employee

development initiatives are in place, leaving training and education gaps that impact the staff's ability to innovate and work professionally.

Analysis of booking data reveals a decline in the number of visitors to Mount Bromo from 2022 to 2024. Extreme weather conditions in the area have caused tourists to postpone or cancel scheduled trips with Manjah Tour & Travel. The lingering impact of the COVID-19 pandemic has also contributed to the ongoing decline in visitor interest in Bromo tours. This trend necessitates solutions to ensure the continuity of tourism operations through Manjah Tour & Travel. Figure 1 presents a graph of visitor data for Mount Bromo through Manjah Tour & Travel from 2015 to 2024.



Figure 1. Graph of visitor data per year
Source: Manjah Tour and Travel 2024

In 1989, the American Advertising Agencies Association defined Integrated Marketing Communication (IMC) as a concept for planning marketing communications that recognizes the added value of a comprehensive plan that evaluates the strategic role of various communication disciplines (e.g., advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communication impact. IMC is defined as the strategic coordination of all messages and communication channels used by an organization to influence perceptions of brand value (Duralia, 2018). The IMC concept reforms marketing communication by utilizing social media as an effective communication channel to significantly influence consumer behavior (Rehman et al., 2022). IMC can be understood as a process with cross-functional roles in creating and maintaining beneficial relationships with consumers and other stakeholders.

IMC is an approach to strategically control and influence all messages directed to this group while initiating dialogue with a specific purpose. The goal of the integrated marketing communication strategy is to introduce and promote services as a critical effort to confirm and strengthen positive attitudes toward the services offered by Manjah Tour and Travel. The aim of implementing IMC is to deliver a clear and unified message, directed at a well-defined audience, in the most efficient way (Brannan, 1998; Duralia, 2018). Numerous studies confirm the importance of IMC (Integrated Marketing Communication) for service providers in increasing prospective consumers' interest in tourism (Alyahya, 2024). Furthermore, integrated marketing communication does not end at purchase; customer service and feedback are crucial elements in marketing communication to ensure repeat purchases. Effective marketing communication meets the criteria of delivering persuasive messages to each market segment, ultimately increasing market demand for the products offered by the company (Saptaria, 2016).

The QH (Quadruple Helix) concept is an evolution of the quadruple helix concept by integrating the roles of academics, entrepreneurs, government, and society into creativity and knowledge activities.

The QH concept is a solution for developing creativity, innovation, and technology for tourism bureau operators such as Manjah Tour & Travel. The importance of policy and practices from government personnel, academics, business actors, and society interacting intelligently, effectively, and efficiently supports the sustainability of tourism to Mount Bromo. This community service activity (PKM) aims to implement IMC (Integrated Marketing Communication) with a QH (Quadruple Helix) approach to increase the number of travel package bookings to Mount Bromo.

2. METHODS

Activity Plan

The PKM activity was carried out over two months. The main partner for this PKM activity is Manjah Tour & Travel, which has 25 employees. This activity also involved several collaborative partners, including academics, government agencies, and industry players such as the jeep community, lodging businesses, culinary businesses, snack, and souvenir businesses, as well as domestic and international tourists. The address of the Manjah Tour & Travel office is Patra Garden B/01, Kepuharjo, Karangploso, Malang, East Java. The PKM implementation team conducted a pre-survey to identify partner issues. This PKM activity includes two main activities: digital marketing assistance and HR capacity building. The equipment and supplies prepared for the digital marketing assistance activity include a training room, computers, laptops, mobile phones, LCD projector, instructors, and training modules. The equipment and supplies prepared for the HR capacity-building activity include SOP training modules, job analysis, excellent service training, HR training practice room, Zoom meeting room, speakers, assessors, and competency tests for excellent service.

Program Implementation Method

Socialization

Socialization is an important initial step in PKM activities. The purpose of socialization activities is to disseminate information, ideas, or research results to main partners (Manjah Tour & Travel) and cooperation partners to improve their knowledge and understanding of IMC and QH. This socialization is an effort by the PKM implementation team to convey the program and output of PKM activities. Socialization activities use two methods, namely presentations and discussions or questions and answers. The PKM team organizes socialization activities through FGD (Forum Group Discussion).

Training

The implementation of the PKM program is an activity to transfer science and technology (IPTEK) to partners. The types of training activities are digital marketing training and HR training and development. In training activities, participants are guided to carry out direct practices such as managing websites, TikTok, Instagram, and digital promotions, compiling SOPs, job analysis, excellent service, and company profiles.

Application of technology

The application of digital marketing technology includes the development of website design and social media owned by Manjah Tour & Travel. Website development is carried out with the implementation of SEO (Search Engine Optimization) which aims to increase the visibility and ranking of the website on search engine results pages such as Google.

Assistance and evaluation

Assistance in implementing the IMC strategy by following the steps of designing an integrated marketing communication strategy consisting of seven stages: (1) Identifying target consumers; (2) Determining communication objective strategies; (3) Designing messages; (4) Choosing communication channels; (5) Determining promotional budgets; (6) Determining promotional mixes; and (7) Measuring results. Assistance activities are carried out during the training planning stage, during the implementation of the training, and after the training activities. Assistance provided includes assistance to employees in managing websites and social media as well as managing tour and travel businesses so that they can improve operational efficiency and service quality and ultimately achieve customer satisfaction. This business management assistance is important because the complexity of activities in the tour and travel business involves many aspects, from travel planning, reservations, to handling customer complaints. This business also faces fierce competition so that business management needs to continue to innovate and improve service quality. The tour & travel business is facing increasingly rapid changes where tourism travel trends continue to change, so businesses must be adaptive to these changes. Evaluation of the implementation of the PKM program includes evaluation of five steps of activities: socialization, training, application of technology, mentoring and evaluation, sustainability of the PKM program. The types of evaluation are categorized into three, namely: evaluation of planning, implementation, and program results. Evaluation activities for the success of the program are carried out in a participatory manner together with PKM activity partners. The program evaluation instrument uses observation sheets and survey questionnaires.

Sustainability of the program

The sustainability of this PKM program is very important to ensure the long-term impact and success of the program. Some things that can be done to ensure the sustainability of the program are: ongoing mentoring, periodic program evaluation and improvement, collaboration with stakeholders, service development, documentation, and publication.

Schedule and Stages of Program Implementation

The scheduling and stages of implementing the PKM program are presented in Table 3.

3. RESULTS AND DISCUSSION

Results

This community service activity aims to implement an IMC strategy with a QH approach in the business management of Manjah Tour and Travel to increase tourism visits to Mount Bromo, East Java. The outcomes achieved in the PKM program include: (1) Communicating the goals and objectives of the PKM activity, focusing on marketing and HR areas; (2) Enhancing HR skills and abilities in evaluating SOPs, designing company profiles, and preparing job analysis; (3) Training and assisting participants in designing branding strategies; (4) Managing digital marketing through Manjah Tour & Travel's website and social media marketing; (5) Implementing excellent service; and (6) Developing excellent service competencies.

In the initial phase, the PKM team conducted a survey aimed at implementing an IMC strategy with a QH approach in the marketing and HR areas. The IMC tools used included a marketing communication mix encompassing advertising, sales promotion, experience, and event marketing. Activities included: (1) Introduction of the PKM implementation team to Manjah Tour and Travel partners; (2) Presentation

of PKM objectives and the expected outcomes of the activity; (3) Explanation of PKM implementation methods; and (4) Explanation of the technical execution of activities and the scheduled timeline. The FGD involved 20 participants, including the owner, manager, and employees of Manjah Tour & Travel; representatives from partner collaborators such as Anak Gunung shop owners, jeep communities, souvenir business owners, Manjah travel customers, and academics including lecturers and students. Documentation of the FGD activity is shown in Figure 2.

Table 1. Schedule and stages of implementation of community service programs

Stage 1	Location Survey
Activity	<ul style="list-style-type: none"> Survey of the location of the administrative office of partners and the Manjah Tour & travel employee team. Socialization and FGD of the PKM program with managers and employees of prospective training participants.
Objective	<ul style="list-style-type: none"> Delivering the objectives and targets of PKM activities, namely to implement the IMC strategy with a QH approach in the fields of marketing and HR. Technical discussion of training and mentoring activities.
Time of implementation	Second week of August 2024
Stage 2	Human Resources Training and Development
Activity	<ul style="list-style-type: none"> SOP training and evaluation Training in creating company profiles Training in compiling job analyses.
Objective	Improve HR capabilities and skills in evaluating SOPs, designing company profiles, and compiling job analyses.
Time of implementation	Third and fourth week of August 2024
Stage 3	Digital Marketing Training (Branding Strategy)
Activity	<ul style="list-style-type: none"> Implementation of branding and advertising strategies on social media using Instagram ads. Increase engagement and interaction with social media visitors, Measure the effectiveness of social media campaigns. Create a social media marketing action plan.
Objective	Train and assist participants in designing branding strategies.
Time of implementation	Second week of September 2024
Stage 4	Digital Marketing Training (Managing Websites)
Activity	<ul style="list-style-type: none"> Implementation of SEO (Search Engine Optimization) on the website Development of website features and social media integration.
Objective	Managing digital marketing through Manjah Tour & Travel's website and social media marketing.
Time of implementation	Second week of September 2024
Stage 5	Human Resources Training and Development
Activity	HR training on excellent service.
Objective	Implementing excellent service
Time of implementation	Second week of September 2024
Stage 6	Human Resources Training and Development
Activity	Excellent service competency test.
Objective	Development of excellent service competency.
Time of implementation	First week of October 2024

The PKM program in the HR field includes training activities for preparing job analysis documents, SOP documents, and company profile documents, presented in the website menu. The job analysis document functions to identify tasks, responsibilities, and qualifications required for each position within the Manjah Tour & Travel organization. The SOP document serves as a guideline for performing work in line with function and as a tool for assessing employee performance based on technical, administrative, and procedural indicators in accordance with work structure, procedures, and systems within the relevant work unit. The company profile document provides a comprehensive overview of the company's identity, vision, mission, activities, and achievements. This document is an essential tool for introducing the business to potential clients, business partners, or investors. Documentation of the HR training activity is presented in Figure 3.



Figure 2. FGD of PKM team of Uniska Kediri and partners

Figure 3. Preparing job analysis documents, SOP documents, and company profile documents

Digital marketing training activities and digital marketing training are presented in the form of modules. After the material is delivered to the participants, the PKM team measures the level of success of the activity with an observation sheet instrument and a questionnaire via Google Form: <https://drive.google.com/file/d/1-vjA4DTQ2UNnWtmpd66rwle0FjU2K7kL/view?usp=sharing>.

Furthermore, the PKM team and partners develop an integrated marketing strategy by considering the elements of segmentation, targeting, and positioning (STP). Table 2 presents a description of the three main elements of integrated marketing. link

Table 2. Main elements of integrated marketing communications Manjah Tour & Travel

Segmentation	Targeting	Positioning
<ul style="list-style-type: none"> Demographically, the target market is classified based on age, gender, education, and occupation. Geographically, the target market is classified based on country, province, and city or district. Psychographically, the target market is classified based on lifestyle, personality, and hobbies. Psychographically, the target market is classified based on behavior when making purchases, interests, and the purpose of ordering tour packages. 	<p>The target market for the Manjah Tour & Travel business is all Indonesian and foreign people who need travel.</p>	<p>Offering a variety of tour packages with professional services to the quadruple helix elements.</p>

The STP strategy can be an effective approach for building brand image, business credibility, and defining the business marketing plan. Demographically, the target market for Manjah Tour & Travel is

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men and women aged 20-45, ranging from students to employees with an income of approximately IDR 2-5 million. Geographically, the target market is the population residing in East Java and Central Java provinces. Psychographically, the target market includes Indonesians who enjoy traveling and tourism, as well as academics, business people, government officials, and community members seeking tour packages. Documentation of the digital marketing training activity is presented in Figure 4.

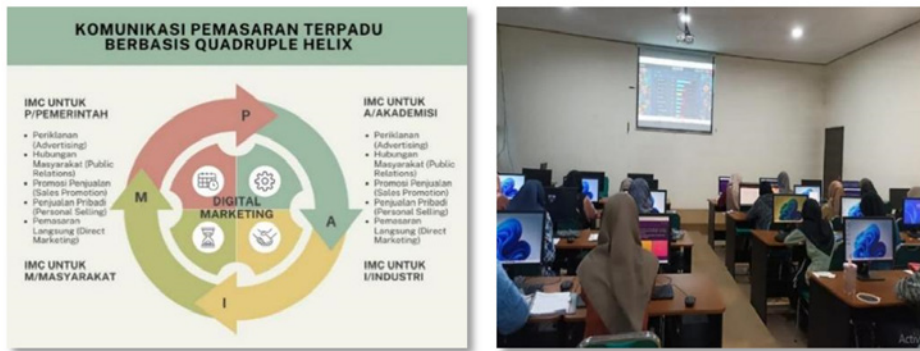


Figure 4. QH-based IMC model in digital marketing training

Management of social media is carried out by applying Instagram ads. Activities in the training include: (1) Optimizing the features; (2) Correctly applying hashtags in each post; (3) Interacting with all consumers; (4) Aligning digital business trends with Instagram followers; and (5) Maintaining visual consistency. The PKM team provides support in managing creative and effective content in accordance with the target market. The integrated communication strategy uses several types of communication channels, including advertising, sales promotion, interactive marketing, personal selling, direct selling, experience and event marketing, testimonials, and word-of-mouth marketing. The advertising strategy includes online and offline media, such as printed brochures, banners, and ads via email and WhatsApp. The sales promotion strategy involves posters, banners, and flyers. The interactive marketing strategy is implemented through the management of a website-based information system, Facebook, Instagram, and TikTok. The personal selling strategy aims to reach consumers from various regions (Viatra & Putra 2024). In personal selling, Manjah Tour and Travel collaborates with several agents. One unique aspect of this travel agency is converting customers who have used its services into agents through word-of-mouth marketing (referring groups). The fee distribution within the agency at Manjah Tour and Travel is outlined in a contract system between agencies. The direct selling strategy involves offering tourism collaboration activities needed by individuals or groups in government or private institutions. Collaboration offers to government institutions are made through vendors with a bidding system, where the best offer is selected.

The company's Instagram account, prior to the training, tended to be stagnant, with slow follower growth and low engagement. The posted content was inconsistent and did not fully reflect the company's values and superior services. After the training, the marketing team successfully revamped their content strategy to be more effective. Employees began to apply more innovative content marketing techniques focusing on audience interaction through relevant and engaging content. With this new strategy, the number of Instagram followers for Manjah Travel Group increased by over 25 percent in just two months, accompanied by a significant spike in engagement and follower activity. Documentation of the results of the digital marketing training activity is presented in Figure 5.

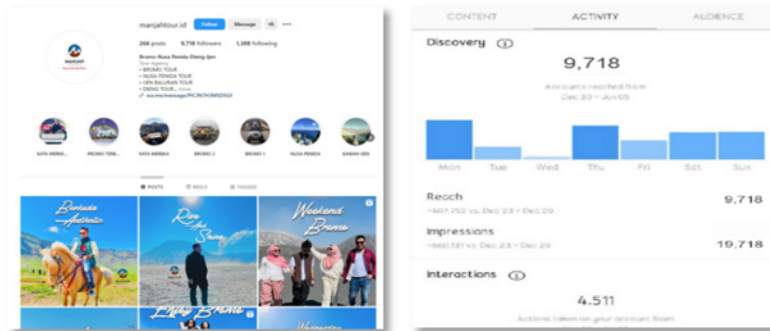


Figure 5. Instagram view of manjahtour.id

The appearance of the website before the training activity tends to be less attractive and not user-friendly, thus hampering the visitor's experience in exploring the information and services offered. Documentation of the results of the digital marketing training activity is presented in Figure 6.

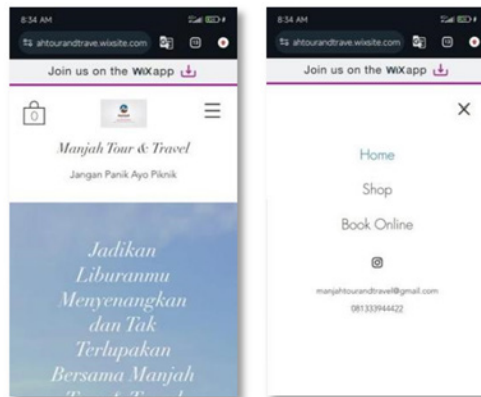


Figure 6. Old website interface

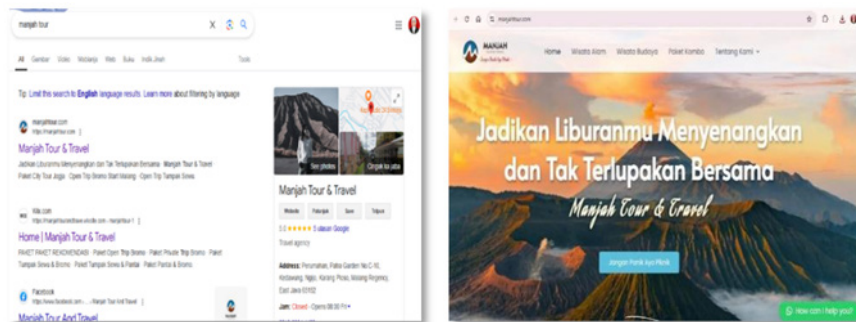


Figure 7. New website look

After the training activities, the website underwent a major transformation, with a neater and more professional design, featuring easier navigation, and more attractive visuals. With the support of the IT team, the website was then registered with Google Ads and underwent intensive SEO optimization. The indicator for assessing the success of this training activity was by observing changes in the performance

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of the website and social media partners. These steps were taken to improve the visibility and accessibility of the website as a whole. Documentation of the results of the digital marketing training activities is presented in Figure 7.

Training and development for Manjah Tour & Travel employees involve implementing excellent service and developing excellent service competencies. This activity is carried out in collaboration with the Entrepreneurship Certification Institute (Lembaga Sertifikasi Profesi or LSP) Kadiri Mandiri (LSP KKM). The training activities are conducted online, while competency tests are held offline. Documentation of the excellent service training activity is presented in Figure 8.

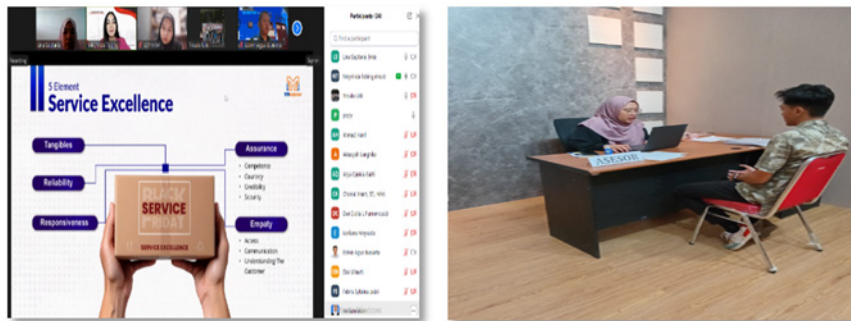


Figure 8. Excellent service training and competency testing

The measurement of the results of IMC implementation using the quadruple helix approach is conducted through observation activities and the distribution of questionnaires after the training and assistance activities are completed. There are ten assessment indicators consisting of: customer feedback, social media performance, website performance, social impact, innovation, customer loyalty, sales, engagement, brand image, and brand awareness. Overall, the average assessment score for the strategic management ability of IMC with the QH approach before the PKM activities was 62 percent, and after the implementation of PKM activities, it increased to 88 percent. The results of the PKM assessment are presented in Figure 9.

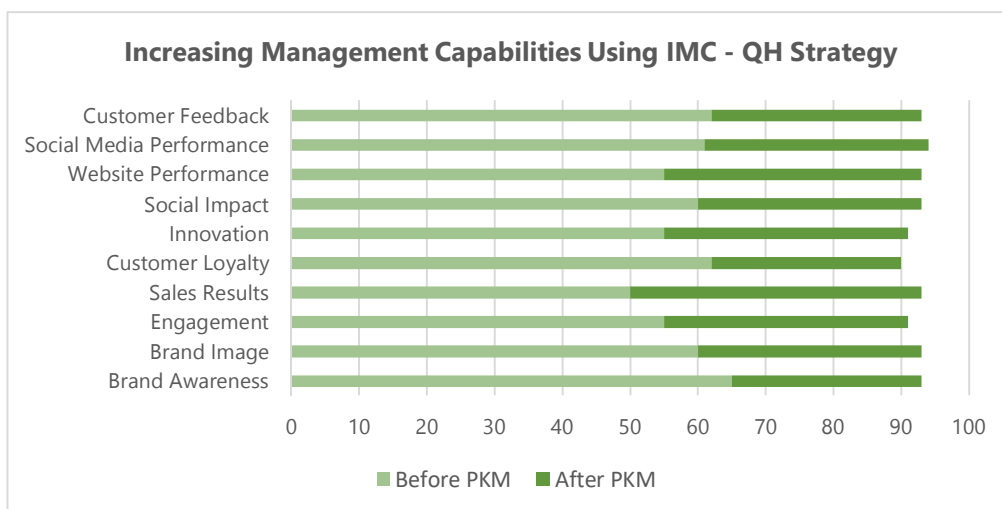


Figure 9. Results of activities before and after PKM

Discussion

The tourism industry is very dynamic, so the management of Manjah Tour & Travel must develop knowledge about service strategies and innovations. Marketing communication is a form of communication aimed at strengthening marketing strategies to reach a wider market segmentation (Mayasari et al., 2024). Marketing communication can also be defined as communication activities aimed at conveying messages to consumers and customers using various media and channels, with the hope of achieving three stages of change: knowledge, attitude, and desired actions (Putra et al. 2021). Marketing communication is a crucial element in maintaining service quality and customer satisfaction (Aripin et al., 2024).

Manjah Tour & Travel has implemented marketing communication strategies, including through their website, YouTube, Instagram, and TikTok; however, marketing practices are often not carried out in an integrated manner. The IMC concept emphasizes the interaction of all marketing communication efforts undertaken by a brand (Galloway, 2020). This concept determines the overall brand identity, brand image, and the company's performance in the current marketing competition. The IMC applied by Manjah Tour & Travel, developed with a QH approach, has been effectively implemented. The use of digital marketing technology through websites and social media can optimize the implementation of IMC with a QH approach. Integrated marketing communication tools, both offline and online, have proven to increase consumer interest in using the services offered. The IMC strategy with the QH approach that has been implemented is as follows: (1) Personalization of messages for each element of the Quadruple Helix (QH), namely academics, government, business actors, and domestic and international tourist communities, has different needs and expectations. The government generally expects accurate and up-to-date data on tourism activities, as well as support in tourism policy development. The public desires clear and easily understandable information about tourist products, as well as guarantees of safety and comfort while traveling. Entrepreneurs need market information, promotional support, and ease of access to resources. Academics seek research data, collaboration opportunities in research, and chances to share knowledge; (2) Utilizing various communication channels to reach all partners. Communication is built by integrating the website with social media to disseminate information and strengthen relationships with all customers (Chairina et al., 2022); (3) Implementing good and engaging content management to promote services according to the target market. The main function of content in executing marketing strategies is to serve as an information medium for the audience to better understand the details of the services; (4) Participating in tourism exhibitions, festivals, and local events to promote services directly to potential consumers; (5) Using paid advertising through Instagram ads integrated with other social media accounts, namely TikTok and Facebook; (6) Offering discounts for group bookings, early bird promotions, and bundling packages (e.g., complete tour packages, accommodation, cashback, and gold LM prizes for lucky customers); (7) Distributing discount coupons via the website, social media, and business partners; (8) Sending sales representatives to visit government agencies, industries, and academics to directly offer tour packages; (9) Conducting training and assistance for integrated management of the website and social media. Implementing SEO and Instagram ads to enhance marketing performance; and (10) Conducting training and development for human resources to improve service quality and achieve customer satisfaction.

SEO training activities in improving the Manjah Tour and Travel website system in the Bromo community can develop several important factors in digital marketing management as follows: (1) Improving content quality is a key factor. By developing more relevant, informative, and engaging content about Bromo tourism, Manjah Tour and Travel can attract more visitors and increase user engagement. Well-structured blog articles, travel guides, and destination reviews not only enhance the user experience

but also help improve search engine rankings. Optimized content with the right keywords will make the site easier to find for potential tourists searching for information about Bromo; (2) A better user experience through improved site speed and responsive design is crucial. A fast website that is easily accessible from various devices, especially mobile, will enhance user satisfaction and reduce bounce rates. Technical optimizations such as reducing page load times and using HTTPS will also increase users' trust in the site. Additionally, intuitive navigation and a clean URL structure will make it easier for visitors to find the information they need, which in turn boosts conversions. By focusing on enhancing user experience and technical SEO aspects, Manjah Tour and Travel can build a strong reputation and attract more customers from the Bromo community and beyond; (3) The review and testimonial feature are highly influential. Providing a dedicated section on the website where customers can leave reviews and testimonials about their experiences with Manjah Tour and Travel can enhance credibility and trust among potential customers (Terttiaavini et al., 2024). Positive reviews can also improve SEO rankings, as user-generated content is often considered relevant and authentic by search engines. Moreover, integrating this feature with social media can help spread positive reviews even further; (4) An easy and intuitive online booking feature, with a well-designed booking system that allows users to easily select tour packages, check availability, and make online payments, will enhance the overall user experience. Special offers like discounts and cashback, along with integration with local event calendars in Bromo, can also add value. By developing these features, Manjah Tour and Travel can more effectively meet customer needs and enhance their digital marketing performance; and (5) Features that connect with all social media of Manjah Tour and Travel, such as adding social sharing buttons on every content page, allow potential customers to easily share content on their social media platforms. Adding a social media feed widget that displays the latest posts from Manjah Tour and Travel's social media accounts can make the website more dynamic and engaging.

The results of SEO optimization may not be visible in the short term. This is because SEO is a long-term strategy that involves a series of ongoing efforts to improve rankings in search engine results. One of the main factors influencing this is the search engine algorithms, which take time to index new or updated content on the website. Additionally, the competition for keywords in the tourism industry is quite tight, meaning it takes time to compete and achieve a better position among thousands of other websites. Other factors include domain authority, quality backlinks, and site responsiveness, all of which require time to improve and significantly measure their impact.

Changes in the algorithms of search engines like Google can also affect the speed and effectiveness of SEO optimization results. Google and other search engines routinely update their algorithms to provide users with more relevant and high-quality search results. These updates can lead to unexpected fluctuations in SEO rankings. Therefore, the marketing team at Manjah Tour Group must continuously monitor and adjust their SEO strategies. Understanding data analysis and search trends is also essential for identifying new opportunities and addressing challenges in improving website rankings. Thus, although the effects of SEO may not be immediately apparent, commitment and patience in implementing the right SEO strategies will yield significant results in the long run, such as an increase in organic visitors and higher conversions.

Changes to the website and SEO initiatives for Manjah Tour and Travel have yielded significant results. Improved rankings in search engines for keywords related to Bromo tourism have led to increased organic traffic to the website. A more responsive and faster redesign has also enhanced user experience, evident from a decrease in bounce rates and an increase in session duration. The result is that more visitors find the information they need and take actions such as booking travel packages or

contacting customer service (Haryanto et al., 2023), ultimately increasing conversions. The integration of digital marketing through targeted ads to the Bromo community has strengthened brand awareness and interaction with relevant audiences.

Several factors that supported the implementation of this community service activity include: (1) Assistance from partners, such as support in terms of time and effort to participate in all activities; (2) The interest, enthusiasm, and dedication of partners during the activity; and (3) Efforts to support the achievement of the goals and outcomes of the activity. Constraints during the community service activities include some of the assistance activities were conducted online due to the limited time available to employees. However, these challenges remained within normal limits and did not significantly hinder the program's progress.

4. CONCLUSION AND RECOMMENDATIONS

The community service activity aims to implement an integrated marketing communication (IMC) strategy using a Quadruple Helix (QH) approach in the management of Manjah Tour and Travel to increase tourism visits to Mount Bromo in East Java. Through digital marketing training, there has been an improvement in the performance of the website and social media, enabling the establishment of strong relationships with government entities, academics, industry players, and both domestic and international communities. The results of the activities indicate a significant increase in the number of travel package bookings to Mount Bromo over a two-month period, August and September, following the implementation of the activities. Previously, the bookings ranged from 4-6 packages per week, but this has increased to 15-20 packages per week. Additionally, the training activities aimed at enhancing human resource capacity have positively impacted the management capabilities of partners, with indicators including promotional content innovation, positive customer feedback, increased customer loyalty and engagement, and improved brand image and awareness, achieving an average score of 88 percent.

The sustainability of this program is crucial, necessitating a development plan and follow-up actions to provide ongoing support and regular monitoring of the implementation of IMC using the QH approach by the partners. Enhancements in innovation are needed to design a more comprehensive IMC model, specifically through a multihelix approach. Furthermore, it is essential to conduct outreach and promotional activities that facilitate the dissemination of information about this model to support the increase in domestic tourist visits.

ACKNOWLEDGEMENTS

The author expresses gratitude to the Directorate of Research, Technology, and Community Service (DRTPM), Directorate General of Higher Education, Research and Technology, Ministry of Education, Culture, Research, and Technology for the funding support provided, enabling the Community Service Program for 2024 to be implemented successfully. The Master Contract date is August 1, 2024, with Contract Number 070/E5/PG.02.00/PM.BATCH.2/2024. The Subcontract dates are August 2, 2024, and August 3, 2024, with Subcontract Numbers 023/SP2H/PKM-BATCH.2/LL7/2024 and 01/040.1/PM.05-BATCH.2/VIII/2024. The author also extends thanks to the community partner Manjah Tour & Travel, the LPPM team at Islamic University of Kadir (UNISKA) Kediri, and all members of the PKM implementation team for their contributions to this activity.

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