

## Tourism Promotion Strategy at Juanda International Airport Surabaya to Build Destination Image Through Air Transportation

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### Abstract

Juanda International Airport in Surabaya is a gateway for tourists traveling to destinations in East Java. An extensive promotional strategy can attract large numbers of tourists, impacting the air transportation sector and the economies of communities surrounding tourist areas. This greatly influences the image of tourist destinations and the achievement of the right market targets. This study aims to identify the promotional strategies employed by Juanda International Airport to promote tourism growth and foster a positive destination image through air transportation. The research method used in this study is a qualitative approach. Previously, the author conducted an observation at Juanda International Airport in Surabaya using a structured interview method designed according to the research indicators and a photo study as a data collection technique. This study uses the SWOT analysis technique to develop new strategies. A study of tourism promotion strategies at Juanda International Airport in Surabaya indicates that strengthening tourism promotion through social media is essential. Tourist Information Centers (TICs) play a key role in helping tourists find and choose destinations. The airport's tourism promotion activities include holding traditional events, which are well-organized thanks to the collaboration between Angkasa Pura I and the Government Cultural Office. These events provide tourists with an interesting and memorable experience as they begin their trip to East Java.

**Keywords:** airport, tourism, and tourist destination

### Introduction

Indonesia is one of the world's largest archipelagic countries, with a rich diversity stretching from Sabang to Merauke, making it an attractive destination for tourists seeking to experience its ethnic diversity, cultural richness, and natural beauty. This tourism potential has positively impacted Indonesia and its people by boosting the tourism sector in various regions, including East Java, known for its diverse tourist attractions, popular among both local and international tourists. To maximize this potential, adequate supporting facilities are needed to facilitate access and exploration of tourist destinations for tourists, such as transportation services, car rentals, and tourist information centers. The transportation sector is crucial for tourism activities because it not only serves as a means of transporting people and goods, but also part of the infrastructure that determines the comfort of tourists' travel. According to the Global Industry Classification Standard (GICS), transportation is included in the subgroup of essential industrial sectors, so infrastructure development is always a top priority for the government. Transportation, especially air transportation, serves as the main gateway for tourists exploring destinations, one of which is through Juanda International Airport in Surabaya, which serves as a showcase for Indonesian tourism and the main gateway to East Java. Quoted from [juanda.airport.com](http://juanda.airport.com) [1], at the end of the third quarter of 2023, Juanda International Airport served 10,428,210 passengers. From January to September 2023, the number of passengers increased by 35.26% compared to 2022, with 7,709,605 passengers. According to the latest data from the Central Statistics Agency (BPS), tourist destinations in East Java are the main choice for domestic tourists. A total of 17,652,253 tourists visited East Java in July, according to data released by BPS on September 4, 2024 (BPS, 2023). According to [jatim.prov.go.id](http://jatim.prov.go.id), East Java Governor Khofifah Indar Parawansa explained that East Java has various interesting tourist attractions, such as the enchanting

Ijen Crater and Mount Bromo, as well as Gili Iyang which has the second highest oxygen content in the world. In addition to its abundant natural beauty, East Java also boasts numerous tourism events in 2023. Festivals under the KEN (Karisma Event Nusantara) program include the Jember Fashion Carnival, the Reyog Festival in Ponorogo, and the Gandrung Sewu Festival in Banyuwangi. These festivals certainly have significant potential to increase the number of local and international tourists, as well as positively impact economic, social, cultural, and environmental aspects based on sustainability principles [2].

According to Juanda International Airport News, to enhance tourism potential in East Java, PT Angkasa Pura I (Persero) held a Collaborative Destination Development (CDD) Focus Group Discussion (FGD) with the theme "Developing East Java Tourism to Welcoming One Million Foreign Tourist Arrivals by 2025" with tourism stakeholders such as the East Java Provincial Government, academics, tourism observers, airlines, and tourism industry players. This initiative includes destination development in East Java through the expansion of natural and man-made tourist sites by the East Java Regional Development Planning Agency (Bappeda). Air Transportation Business Entities/Airlines will strengthen collaboration with travel agent associations by offering attractive promotions and tour packages. Meanwhile, Angkasa Pura I offers support in the form of incentives for airlines wishing to add routes to and from Angkasa Pura I airports [3].

Building a tourist destination image requires an appropriate promotional strategy at the airport, as airports are the main gateway for tourists and have extensive promotional reach. A good strategy can highlight the uniqueness of the destination, strengthen the positive image of the tourist area, and ensure reach to the target market. Successful promotion requires collaboration between Angkasa Pura I as the airport operator, airlines, the central and regional governments, and tourism industry players to create synergy to encourage economic growth and tourism in East Java. Based on this, the authors are interested in researching "Tourism Promotion Strategy at Juanda International Airport, Surabaya."

## Research methods

This study uses a qualitative approach because it focuses on an in-depth understanding of tourism promotion strategies at Juanda International Airport in Surabaya in building destination image through air transportation without statistical procedures. This method was chosen to obtain clear and comprehensive information and facilitate the research process. The research location was Juanda International Airport, covering the period from the issuance of the research permit to the completion of the thesis. Data sources consisted of primary data obtained through observation, interviews, and documentation, as well as secondary data in the form of archives or supporting documents that supported the research findings [4].

Data analysis for this study followed the stages of Miles and Huberman: data reduction, data presentation, and drawing conclusions and verification. Data reduction was carried out by simplifying and selecting important aspects relevant to the research focus. The data were then presented in the form of brief descriptions, graphs, or relationships between categories for ease of understanding. The final stage involved drawing conclusions and verification through field evidence testing to ensure the credibility of the findings. Additionally, a qualitative SWOT analysis was used to identify internal and external factors. Validity was maintained through triangulation of sources, techniques, and time.

## Results and Discussion

### 1. Data Description

This research was conducted at Juanda International Airport in Surabaya, Sidoarjo Regency, East Java. It is located in the heart of an industrial and business district, providing easy access for businesses and investors. The airport is managed by PT Angkasa Pura I and served 14,012,186

passengers in 2023. This descriptive qualitative research used interview methods and a SWOT analysis to understand the airport's tourism promotion strategy in supporting tourism development. The author interviewed two airport officials and the Head of the East Java Culture and Tourism Office, and conducted fieldwork, observation, and documentation as supporting data.

## 2. Discussion

**SWOT Analysis.** A SWOT analysis was conducted to examine the objectives of this study. The results of the SWOT analysis can be seen in Table 1.

**Table 1. SWOT analysis results**

Internal Factor Evaluation	STRENGTHS(S)	WEAKNESS(W)
Eksternal Factor Evaluation	<ol style="list-style-type: none"> <li>1. TIC (Tourist Information Center) facilities</li> <li>2. Social media</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of trained human resources in the tourism sector</li> <li>2. Utilization of promotional facilities is sometimes less attractive or limited.</li> </ol>
OPPORTUNITIES (O)	<ol style="list-style-type: none"> <li>1. Utilize social media to reach a wider audience because it's easily accessible to anyone.</li> <li>2. Update tourism information regularly in accordance with promotional times.</li> </ol>	<ol style="list-style-type: none"> <li>1. Developing promotional human resources through digital tourism marketing training.</li> <li>2. Leveraging the airport's strategic position to support tourism promotional activities.</li> </ol>
<ol style="list-style-type: none"> <li>1. Support from local authorities</li> <li>2. Organizing cultural events</li> </ol>		
TREATHS (T)	<ol style="list-style-type: none"> <li>1. Strengthen local tourism branding to compete with other airports.</li> <li>2. Create engaging content and engage passengers in it.</li> </ol>	<ol style="list-style-type: none"> <li>1. Select an area at the airport frequently visited by passengers to showcase cultural attractions or hold events.</li> <li>2. Train human resources to master tourist destinations.</li> </ol>
<ol style="list-style-type: none"> <li>1. Competition with other airports</li> <li>2. Instability of tourist numbers</li> </ol>		

(a) *Strengths* – Juanda International Airport in Surabaya has significant strengths in supporting East Java's tourism promotion. One of these strengths is its extensive information reach regarding tourist destinations, supported by the Tourism Information Center (ICT) facility developed by the Ministry of Tourism and Creative Economy. ICT plays a role in introducing and offering relevant tourism products and services to tourists. Furthermore, the airport utilizes social media as a faster and more accessible promotional tool. Providing concise, concise, and engaging content helps tourists determine the right destination when visiting East Java.

(b) *Weaknesses* – Weaknesses are obstacles in developing and implementing activities that hinder their achievement. The tourism promotion strategy at Juanda International Airport faces obstacles that hinder promotional activities. Juanda International Airport is generally a business-oriented airport, where passengers travel for business. These obstacles to promotional activities are caused by limited human resources specialized in tourism promotion and the sometimes unattractive or limited utilization of promotional facilities.

(c) *Opportunities* – Opportunities are opportunities that arise and can be exploited for profit. The tourism promotion strategy at Juanda International Airport offers opportunities, including gaining support from the local government for tourism development at the airport, hosting cultural events at the airport, and increasing direct international flights to increase exposure for local destinations. In general, these opportunities can be said to increase passenger numbers at Juanda International Airport in Surabaya.

(d) *Threats* – Threats to tourism promotion activities at the airport can be detrimental and disrupt activities within the airport. Some of the threats at Juanda International Airport in carrying out tourism

promotion activities are competition with other airports that are also aggressively promoting their tourism, instability in the number of tourists due to external factors such as security issues and disasters.

Based on the SWOT matrix in the table above, the following conclusions can be drawn:

**1. S-O Strategy** – The Strengths-Opportunities (SO) strategy leverages internal strengths to seize external opportunities, thereby enhancing tourism promotion at Juanda International Airport. The presence of a TIC in the arrivals area makes it easier for travelers to determine their destination, but it is also recommended that a TIC be placed in the departure area so they can review their travel needs. Promotional media plays a crucial role in disseminating information, including publicizing events prior to their implementation. Airport events should be attractively packaged in accordance with national themes or holidays, and involve cultural departments to increase tourist interest in local arts and culture.

**2. W-O Strategy** – The Weaknesses-Opportunities (WO) strategy focuses on addressing internal weaknesses by leveraging external opportunities to make tourism promotion at Juanda International Airport more effective. One way to achieve this is by improving the competence of airport human resources in digital tourism marketing through training. Despite the rapid development of the digital era, not all passengers are familiar with using smart devices, so the role of Customer Information Services remains crucial. In addition to providing tourism information, staff can also gather tourist suggestions and aspirations to inform promotional innovations. Timely information delivery and event management are key to successful airport promotions.

**3. S-T Strategy** – The Strengths-Threats (ST) strategy aims to leverage internal strengths to overcome external threats in tourism promotion at Juanda International Airport. One way to achieve this is through the use of social media and the provision of multilingual promotional content (Indonesian, English, Mandarin, and Japanese) to increase competitiveness in the international market. Furthermore, optimizing local tourism branding is crucial to increasing competitiveness with other airports. Providing up-to-date content showcasing the advantages of East Java destinations can attract tourists and increase the number of passengers arriving through Juanda, the main gateway to East Java.

**4. W-T Strategy** – The Weaknesses-Threats (WT) strategy aims to mitigate internal weaknesses while preventing external threats, ensuring Juanda International Airport remains competitive amidst increasing competition. Competition between airports in presenting attractive tourism promotions is a major challenge. Therefore, Customer Information Services needs to improve their professionalism through specialized training to provide optimal tourism information. Although Juanda is known as a business airport, East Java's unique destinations remain its main attraction. Promotion is further strengthened by the inclusion of a strategically located cultural exhibition area, providing passengers with artistic experiences and tourism information.

Based on a SWOT analysis, Juanda International Airport is strategically positioned as a primary gateway for domestic and international tourists, serving not only as a means of transportation but also as a medium for tourism promotion. The Strengths-Opportunities (SO) strategy can be implemented through the utilization of the Tourist Information Center and the optimization of social media with concise, concise, and informative content. The Weaknesses-Opportunities (WO) strategy is implemented through training for Customer Information Services to enhance professionalism. The Strengths-Threats (ST) strategy is implemented through multilingual promotions, while the Weaknesses-Threats (WT) strategy is realized through the cultural exhibition space. This synergy is expected to strengthen East Java's tourism image.

### **Promotion Strategy.**

**a. Promotional Message** – Juanda International Airport in Surabaya plays a vital role in promoting tourism in East Java by optimizing its facilities and services. This effort is realized through service improvement programs that focus not only on flights but also support the development of the tourism sector. One example is the role of customer service information officers who assist tourists in obtaining information about destinations in East Java. Furthermore, PT Angkasa Pura I collaborates with the Tourism Office to expand the dissemination of information about the region's potential. Tourism promotion is also carried out through arts and cultural performances at the airport, such as the traditional music performance in Figure 1 and the dance in Figure 2, creating a positive impression for tourists from the moment they arrive.



**Figure 1. Traditional music performance**



**Figure 2. Bantengan Dance**

This extraordinary collaboration is again carried out by the East Java Culture and Tourism Office with Angkasa Pura I, with the support of the Mojokerto Regency Government. The performance, held

on the Juanda International Airport platform, showcases cultural and tourism promotion with the theme of Bantengan. This dance, a traditional cultural tradition, combines elements of dance drama, martial arts, music, and poetry/mantra, imbued with a powerful magical atmosphere. The airport serves as a cultural exhibition venue and an ideal location to promote tourism and culture to tourists.



**Figure 3. Remo Dance**

The East Java Culture and Tourism Office and Angkasa Pura I (Angkasa Pura I) collaborated at Juanda International Airport to host a promotional ceremony for a creative economy painting exhibition and East Javanese arts activation. The event took place on Monday, September 4, 2023. The event featured the Surabaya Remo Dance as shown in Figure 3, designated as an Intangible Cultural Heritage. The ceremony took place at Gate 5, and the promotional exhibition for the Creative Economy Painting Exhibition took place at Gates 9 and 10 of Terminal 1 departures. These activities can increase tourist interest in Indonesian regional arts, particularly in East Java. They also support the airport's position as a cultural hub and an ideal location to promote tourism and culture to domestic and international tourists.

**b. Promotional Media** – Juanda International Airport in Surabaya uses a combination of live cultural entertainment, static visuals, and print/digital publications to promote tourism and culture in East Java. This strategy effectively reaches waiting passengers while strengthening the airport's image as a gateway to regional culture and tourism.

*1) Social Media* – Juanda International Airport in Surabaya uses its Instagram account to disseminate information, including tourism promotions, events, and insights about the airport. Juanda Airport's Instagram account is as shown in Figure 4. Information can now be accessed anytime and anywhere before passengers decide on their travel destination. This is a significant advantage for the airport in promoting cultural events, ticket promotions, and tourist destinations. By utilizing photos, videos, or reels, travelers are more engaged because visual content can influence their emotions and interests. Furthermore, travelers can directly comment on or share posts with others, thus expanding the reach of promotions. In conclusion, the airport serves not only as a transit point but also as a gateway for tourism and cultural information, fostering regional pride.



**Figure 4. Juanda Airport instagram account**

2) *Tourist Information Center (ICT)* – The Tourist Information Center is a unit under the East Java Tourism Office that serves as a center or resource for tourism information, facilitating tourist travel. To reach more tourists and facilitate the dissemination of tourism information, Juanda International Airport in Surabaya provides QR codes for access and information about tourism in East Java, such as shown in Figure 5.



**Figure 5. Tourism Information Center QR Code**

ICT Digital Nusantara is a Tourism Marketing Information Center developed by the Ministry of Tourism and Creative Economy. This digital innovation makes it easier for tourists to plan their trips in a more structured way. The ICT is located in arrivals area A, so tourists can easily scan the barcode using their mobile phones. Comprehensive information about tourist destinations, events in East Java, digital brochures, and more is available.



**Figure 6. Digital Brochure**

The digital brochure –such as shown in Figure 6– makes it easier for tourists to plan their trips, from destinations, accommodations, transportation, and support services with clear contact information. This makes the trip more structured and enjoyable. To expand promotions, Juanda International Airport utilizes Instagram with attractive visuals to increase tourist interest.

### c. Promotion Times

There are several efficient times to conduct tourism promotion activities at the airport, namely:

1) *School holidays and the end-of-year season.* – June to July and December to January, when passenger numbers increase, are ideal times to promote family tourism or regional festivals.



**Figure 7. Tourism Festival Event**

One initiative implemented by Juanda International Airport in Surabaya is holding a tourism festival that offers unique experiences for children, including playing traditional games, such as spinning tops. The event poster is as seen in Figure 7. This new and exciting experience provides children with a fun way to spend their school holidays.

2) *National Holidays and Celebrations* – To welcome travelers returning to their hometowns, Juanda International Airport management holds a special parade as a demonstration of excellent service. Coinciding with Kartini Day, Juanda International Airport also holds a traditional fashion show that combines the elegance of the kebaya with a modern touch. The fashion show activities can be seen in Figure 8.



**Figure 8. Fashion Show Event**

This activity demonstrates Juanda International Airport's commitment to preserving Indonesian culture while recognizing the important role of women in various aspects of life.

3) *Regional Tourism Events* – East Java boasts a variety of festivals and cultural activities designated as Karisma Nusantara (KEN) Events by the Ministry of Tourism and Creative Economy, demonstrating its quality and attractive tourism potential. To preserve this heritage, several cities and regencies in East Java have scheduled a variety of spectacular arts performances.



**Figure 9. Jember Fashion Carnival (JFC)**

The Jember Fashion Carnival (JFC) –as shown in Figure 9– is a popular annual event at the national and international levels, showcasing innovative costumes with a variety of inspiring themes. Its success is supported by designers, artists, students, and volunteers who promote regional culture and the economy. The diverse participants, including influencers, Miss Indonesia, and Miss Cosmo, make JFC an effective platform for promoting tourism internationally.

#### **d. Promotion Frequency**

The frequency of promotions is carried out within a specific period to ensure that promotional messages are seen and heard frequently enough by the audience.

1. *Based on Media Type* – Social media is flexible, with an ideal frequency of 2–4 times a week to ensure information is easily remembered by online users. The Nusantara Digital TIC in the arrivals area is also accessible to passengers.

2. *Based on Activity Type* – Tourism promotions at the airport take the form of cultural and artistic performances held at specific events in collaboration with the Department of Culture and Tourism.

3. *Based on Holiday Season* – June–July is targeted for school holidays, December–January for the year-end holiday season with a surge in passengers, and during Eid al-Fitr and Chinese New Year, the frequency of promotions also increases.

4. *Key Challenges* – Juanda International Airport in Surabaya faces challenges in building its destination image.

Indonesian tourism is growing stronger at the national and international levels thanks to global recognition of leading destinations, including East Java, which offers a rich artistic heritage and beautiful natural scenery. This uniqueness provides added value that is difficult to find in other regions, giving East Java significant potential to develop as a tourist destination. However, tourism promotion through air transportation at Juanda International Airport still faces challenges, such as the airport's dominant role as a means of transportation, high promotional costs, competition from popular destinations, changing tourism trends, limited infrastructure, and environmental concerns. Digitalization and social media are key strategies for strengthening the tourism image.

#### **Conclusion**

Based on the research findings, the author will draw conclusions from the above discussion based on a SWOT analysis regarding the Tourism Promotion Strategy at Juanda International Airport in Surabaya to Build Destination Image through Air Transportation. The airport utilizes ICT as a key player in promoting tourism in East Java. Promotional activities are also conducted through social media as a means of disseminating information to facilitate tourists' consideration of the destination. Tourism promotional activities at the airport include holding traditional events, displaying regional arts, holding events on national days, and inviting passengers to interact directly at these events. Despite the lack of trained human resources in the tourism sector, promotional activities at the airport are not monotonous. Strong collaboration between Angkasa Pura I and the Government's Department of Culture has resulted in engaging and enjoyable tourism promotional activities at the airport. This provides an engaging and memorable experience for tourists traveling to East Java. Limited use of facilities in the airport area, which are not utilized as tourism promotion areas due to budget constraints, requires significant costs. This results in competition with other destinations that utilize the airport as a gateway for tourists to their destinations. By implementing this strategy, Juanda International Airport in Surabaya will not only function as an air transportation gateway, but also become the main gateway for East Java tourism, which can improve the destination's image in the eyes of domestic and international tourists.

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