International Conference on Sustainable Tourism and Entrepreneurship

Vol. 01 No.01 August 2026, ISSN: 3163-2912

TOURISM DESTINATION BRANDING STRATEGY: Implementation of Compliance Gaining Strategy and Goals-Plans-Action in Mulyaharja Organic Agro-Educational Tourism, Bogor

Risa Delia[1*], Hifni Alifahmi[2]

[1,2] *Sekolah Pascasarjana Universitas Sahid Jakarta, Indonesia*

[*]*Corresponding author. Email: deliarisa4@gmail.com*

ABSTRACT

This study aims to analyze the persuasive communication strategies of the Tourism Activist Community, locally known as Komunitas Penggiat Pariwisata (KOMPEPAR) in building the destination brand components or image of the Mulyaharja Organic Agro-Educational Tourism (Agro Eduwisata Organik/AEWO) destination in Bogor City. The primary focus is the application of the Compliance-Gaining Strategies (CGS) by Marwell & Schmitt and the Goals-Plans-Actions (GPA) Model by Dillard, and on how their integration contributes to the Destination Branding Strategy (DBS) framework by Balakrishnan. This research uses a qualitative-descriptive approach, with data collection techniques including observation, in-depth interviews, and document analysis. The results show that the Tourism Activist Community KOMPEPAR AEWO Mulyaharja implements five Compliance-Gaining Strategies (rewarding, punishing, expertise, impersonal commitment, and personal commitment) through 16 operational tactics adapted to the local context. Non-material persuasion strategies, such as educational narratives and sustainability values, proved more effective at building tourist loyalty. Within the GPA Model framework, KOMPEPAR AEWO Mulyaharja systematically formulates goals, designs plans, and takes concrete actions. This combination of strategies not only addresses the destination's physical weaknesses but also transforms them into a brand differentiator based on authenticity and community participation. The scientific contribution of this research is the strengthening of the integration of persuasive communication models into community-based tourism development and the validation of the GPA Model and compliance-gaining theory in the context of agro-edutourism. These findings offer a communication strategy model that can be replicated by other destination managers who prioritize sustainability and local participation or community-based tourism.

Keywords: Compliance Gaining Strategy, GPA Model, Communication Strategy, Destination Branding Strategy, Mulyaharja Organic Agro-Educational Tourism

1. INTRODUCTION

The global tourism landscape has witnessed a significant shift from mass tourism to slow tourism, where travelers seek meaningful, immersive, and sustainable experiences [1] [2]. This trend aligns with the growing preference for back-to-nature tourism, emphasizing environmental conservation and local cultural engagement [3]. In Indonesia, this paradigm shift has propelled the development of thematic villages and agro-tourism destinations that offer educational and authentic experiences.

Bogor city, known for its cool climate and natural landscapes, has become a focal point for such tourism development. Among the priority thematic villages identified by the Bogor City Government is Agro Eduwisata Organik (AEWO) Mulyaharja, a community-based agro-tourism destination offering organic farming education amidst scenic rice fields [4]. Despite its achievements, including recognition as an active tourism village at the city level and winner of the digital tourism category at the provincial level, AEWO Mulyaharja faces challenges such as dependency on planting and harvest seasons, limited infrastructure, reliance on specific human resources, tourist disloyalty, unpredictable weather, and emerging competitors [4].

In this context, strengthening destination branding becomes crucial. Brand awareness forms the foundation of destination brand equity, enabling differentiation and building tourist loyalty [5]. Effective communication strategies are essential to address weaknesses and threats, ensuring the destination's sustainability. This study employs Marwell & Schmitt's compliance-gaining theory [6], integrated with Dillard's Goals-Plans-Action (GPA) Model [7], to analyze how the local tourism community (KOMPEPAR) designs and implements persuasive communication. These theories are then linked to Balakrishnan's destination branding framework [8] to provide a holistic understanding of how AEWO Mulyaharja builds its brand amidst competitive pressures.

2. LITERATURE REVIEW

2.1. Compliance Gaining Strategy

Compliance gaining refers to the communicative efforts to influence another's behavior to align with specific goals [6], [9]. Marwell & Schmitt (1967) categorize compliance gaining into five primary strategies: rewarding, punishing, expertise, impersonal commitment, and personal commitment, which are further detailed into 16 tactics [6]. These strategies operate through different bases of power, including the ability to manipulate consequences, define relational positions, and determine values and obligations [6]. This framework provides a tactical lens for analyzing persuasive communication in organizational and community contexts.

2.2. Goals-Plans-Action (GPA) Model

Dillard's GPA Model posits that message production is a goal-driven process [7]. The model comprises three interconnected elements: goals, plans, and actions. Goals are future states individuals aim to achieve, categorized into primary goals (the main influencing intent) and secondary goals (related to identity, conversation management, relational resources, personal resources, and affect management). Plans are mental representations of messages and sequences designed to achieve goals, operating at strategic (overall direction) and tactical (specific steps) levels. Actions are the actual implementation of plans, characterized by dimensions such as explicitness, dominance, argumentation, and outcome control [7]. The GPA Model serves as a framework for understanding and structuring persuasive communication processes.

2.3. Destination Branding Strategy

Destination branding differs from product branding due to the complexity and dynamism of tourism destinations, which encompass various elements such as history, culture, nature, and facilities, and are influenced by uncontrollable external factors and diverse stakeholder interests [8]. Balakrishnan (2009) outlines five key steps in destination branding strategy: vision and stakeholder management, target customer and product portfolio matching, positioning and differentiation, communication strategy, and managing the response. This framework provides a comprehensive approach to building a competitive, relevant, and sustainable destination brand.

3. METHOD

This study employs a qualitative-descriptive research design, rooted in the post-positivism paradigm. The qualitative approach was chosen to understand and interpret the meaning behind social phenomena, events, interactions, and subject behavior in specific situations from the researcher's perspective [10].

The research was conducted at the Mulyaharja Organic Agro-Educational Tourism destination (known locally as Agro Eduwisata Organik Mulyaharja), located at RT 05 RW 01, Mulyaharja Village, South Bogor District, Bogor City, West Java. The study was carried out from September 2024 to July 2025.

Data collection employed three techniques. First, non-participant observation was conducted, where the researcher observed activities at the destination without direct involvement, focusing on phenomena related to the three theoretical frameworks (compliance gaining strategy, GPA Model, and destination branding strategy). Second, in-depth semi-structured interviews were carried out with key informants who met the following criteria: knowledgeable and involved in determining goals, plans, and actions for the destination; involved in efforts to implement compliance gaining strategies; able to provide information about destination branding strategies; and involved in daily management. The informants included the Head of KOMPEPAR AEWO Mulyaharja (Mr. Oji Pandi, known as Kang Ojos), a representative from the Department of Food Security and Agriculture of Bogor City (Mr. Agus Faisal), a local farmer who also serves as an organic agricultural education instructor (Mr. Mansur), and several tourists encountered during the research period. Third, documentation was collected, including tourist visit reports, internal organizational documents, and visual documentation of activities.

Data analysis followed the Miles and Huberman interactive model, consisting of three concurrent steps: data reduction (summarizing, selecting, and focusing on essential themes and patterns), data display (organizing data into tables, charts, or narrative text to facilitate understanding), and conclusion drawing and verification (interpreting findings to generate new insights) [10].

To ensure data validity, source triangulation was employed. Data from interviews with one informant was cross-checked with interview results from other informants and with observational data. Findings from one data collection method (e.g., interviews) were confirmed using different methods (e.g., observation and document study). This triangulation strategy aimed to reduce bias and enhance the accuracy of research findings regarding how KOMPEPAR AEWO Mulyaharja designs and implements the GPA Model elements, the five compliance gaining strategies (elaborated into 16 tactics), and destination branding strategy development.

4. FINDINGS AND DISCUSSION

The research reveals that KOMPEPAR AEWO Mulyaharja strategically integrates compliance gaining, the GPA Model, and destination branding principles to build a strong, authentic brand despite physical and operational limitations.

4.1. Integration of Compliance Gaining Strategy and Goals-Plans-Actions Model in Destination Branding

The application of the five compliance-gaining strategies is systematically structured through the GPA Model to support destination branding. As the Head of KOMPEPAR AEWO Mulyaharja, Mr. Oji Pandi (Kang

Ojos), explained, the primary goal was "to optimize the potential of organic farming for community welfare" which became the foundation of the destination's vision. This goal aligns with Balakrishnan's first step of vision and stakeholder management, where the vision must be harmonized with stakeholders' aspirations.

Regarding the **rewarding strategy**, Kang Ojos emphasized the non-material approach: "We don't cover up our limitations. We accept criticism. As for discounts or financial compensation, we've never done that. What we can do is offer educational tourism and provide the best service." This promising tactic manifests in authentic experiences where tourists can learn organic farming directly from local farmers. One visitor, Mrs. Ani (52), shared: "This is my first time here. From the moment we entered, we were warmly welcomed. The staff service is good and friendly. Even though it's in a village, the service is okay."

The **expertise strategy** is strongly linked to Balakrishnan's positioning and differentiation component. AEWO Mulyaharja leverages its certified organic farming status, which Mr. Faisal from the Department of Food Security and Agriculture confirmed: "The rice fields in AEWO Mulyaharja are included in the Sustainable Food Agricultural Land (LP2B) program." This positioning as the "last paradise" amidst urbanization creates differentiation. Kang Ojos noted how they transform limitations into uniqueness: "When tourists complain about narrow roads, we accept it and use it as a differentiator. This is what village life feels like—the roads are narrow."

The **impersonal commitment strategy**, particularly moral appeals, connects to Balakrishnan's communication strategy. AEWO Mulyaharja uses Instagram as its primary communication channel, consistently posting visual content about organic farming and sustainability. The platform's features—feed, stories, reels, and direct messages—are utilized to maintain consistent messaging and build engagement with potential visitors.

The integration of GPA Model and Balakrishnan's DBS framework is evident in the planning stages. The secondary goals—providing educational experiences, raising awareness about sustainable agriculture, strengthening local UMKM, and building strategic collaborations—are translated into actionable plans. For instance, the plan to develop structured experiential learning curricula for different educational levels (elementary school, junior high school, senior high school, and university students) directly supports the target customer and product portfolio matching stage. As local instructor Kang Mansur explained: "For elementary school level, they usually have assignments from their teachers. For middle and high school, it's more about Environmental Education in the rice fields. The material is basic for them, not as deep as for university students who analyze the rice field ecosystem."

In terms of **action**, KOMPEPAR implements transparent communication about limitations through positive framing. Rather than hiding the narrow access roads or simple facilities, they present these as part of the authentic village experience. This approach supports Balakrishnan's managing the response stage, where destinations must align promoted image with actual visitor experience. Kang Ojos explained their evaluation mechanism: "When there are complaints about service, we evaluate during salary distribution and every three to six months. We have casual discussions with the field team about what complaints came from tourists, then we discuss how to handle similar situations in the future."

4.2. The Role of Social Media in Destination Branding Strategy

AEWO Mulyaharja's communication strategy heavily relies on Instagram (@aewomulyaharja) as the primary channel for visual storytelling. The platform's features are utilized strategically: feed posts showcase curated visuals of the organic rice fields and educational activities, stories provide real-time updates on daily activities and weather conditions, reels capture engaging moments like rice harvesting or fish catching, and direct messages serve as the initial contact point for reservations before transferring to WhatsApp



Figure 1 Instagram of AEWO Mulyaharja

This approach aligns with Balakrishnan's communication strategy, which emphasizes consistent messaging across various channels. The Instagram account not only promotes the destination but also builds emotional connections through consistent visual narratives. The use of highlights to categorize content (such as "Trekking," "2024," "by MinJa") creates an organized archive that potential visitors can explore. The integration with WhatsApp as a closing channel enables personalized communication for reservations and consultations, transforming digital engagement into actual visits.

5. CONCLUSIONS

This study concludes that AEWO Mulyaharja builds its destination brand components by integrating Compliance Gaining Strategies (CGS) and the GPA Model. KOMPEPAR employs five elements of CGS: rewarding, punishing, expertise, impersonal commitment, and personal commitment strategies through structured goals, plans, and actions, transforming limitations into unique selling points. This integration supports the five stages of destination branding strategy, from vision alignment and stakeholder management to responsive communication. The destination brand components are built not on luxury facilities but on

authenticity, community empowerment, sustainability, and educational value, creating a resilient and differentiated destination in a competitive market. The integrated theoretical framework offers a practical model for community-based tourism destinations facing resource constraints.

Theoretically, this research suggests that future studies should validate the integrated GPA-CGS framework across diverse tourism contexts to assess its adaptability beyond agro-edutourism. Further academic inquiry is needed to examine the mediating role of digital media in implementing persuasive strategies and to expand the informant demographic to include tourists, allowing for a more comprehensive assessment of message effectiveness.

Practically, for KOMPEPAR AEWO Mulyaharja, the integration of the GPA Model into strategic communication planning—with a focus on precise audience segmentation—is essential for targeted branding. Systematizing compliance-gaining tactics, particularly through showing expertise, promising, and fostering positive esteem, will further enhance visitor trust and emotional engagement.

To strengthen the Destination Branding Strategy (DBS), the community must leverage social media through consistent visual narratives and diversify its tourism products beyond seasonal farming. Introducing non-seasonal activities, such as agro-wellness, photography gatherings, and "Life as Farmers" experiences, will mitigate harvest-season dependency and expand market reach. Furthermore, long-term sustainability should be secured through community capacity building and strategic collaborations with external stakeholders to ensure collective management. Finally, optimizing the website with real-time updates and comprehensive booking features will enhance the destination's credibility as a reliable digital reference for potential visitors.

ACKNOWLEDGMENTS

The authors would like to thank KOMPEPAR AEWO Mulyaharja, the Department of Food Security and Agriculture of Bogor City, and all informants for their cooperation and support in this research.

REFERENCES

[1] Kemenparekraf/Baparekraf, “Outlook Pariwisata dan Ekonomi Kreatif 2023/2024,” 4 October 2023. [Online]. Available: https://kemenpar.go.id/hasil-pencarian/outlook-pariwisata-dan-ekonomi-kreatif-20232024.

[2] G. B. Yogaswara and N. M. Rahma, “Slow Tourism: A Bibliometric Analysis From 2009 To 2025,” in *Seminar Nasional Pariwisata dan Kewirausahaan (SNPK)*, 2025.

[3] N. E. Dolorosa and E. Yurisinthae, “Strategi Pemasaran Agrowisata Danau Laet Di Kabupaten Sanggau,” *JEPA (Jurnal Ekonomi Pertanian dan Agribisnis),* vol. 7, no. 2, pp. 600-614, 2023.

[4] F. M. Utomo, *Strategi Pengembangan Bisnis Agroeduwisata Organik Mulyaharja Melalui Pendekatan Business Model Canvas,* Bogor: IPB University, 2023.

[5] K. L. Keller, “Conceptualizing, Measuring, and Managing Customer-Based Brand Equity,” *Journal of Marketing,* vol. 57, no. 1, pp. 1-22, 1993.

[6] G. Marwell and D. R. Schmitt, “Dimensions of Compliance-Gaining Behavior: An Empirical Analysis,” *Sociometry,* vol. 30, no. 4, pp. 350-364, December 1967.

[7] J. P. Dillard, “Goals-Plans-Actions Theory of Message Production,” in *Engaging Theories in Interpersonal Communication*, 2 ed., California, SAGE Publications, Inc., 2015, pp. 63-74.

[8] M. S. Balakrishnan, “Strategic Branding of Destinations: A Framework,” *European Journal of Marketing,* vol. 43, no. 5/6, pp. 611-629, 29 May 2009.

[9] S. W. Littlejohn and K. A. Foss, Teori Komunikasi Theories of Human Communication, 9th ed., Jakarta: Salemba Humanika, 2009, pp. 177-179.

[10] Sugiyono, Metodologi Penelitian Kuantitatif, Kualitatif, dan R&D, Bandung: CV. Alfabetta, 2013.