Dark tourism’s products development: the cases of Fatahillah Dungeon and Taman Prasasti Museum

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Abstract. Despite academic interest in the tourism industry, there is a more sophisticated set of practice and thinking that could distinguish tourism products between mass and niche. Dark tourism, as the niche of tourism offers an economic value for tourists’ consumption that forged between reality and imagination. However, few studies were found to understand the realm of development of dark tourism varieties and attractions, which associated with death and suffering from lower political and ideology to the highest range while consuming it. Therefore, alongside the analytical thinking towards the product’s typology and variety, the examination of both SWOT (Strength, Weaknesses, Opportunity, Threats) model and TOWS (Threat- Opportunity & Weakness-Strength) matrix, synchronize the sites’ elaboration resources and capabilities in which the dark tourism’s place and space operate. Both of the qualitative case studies of Fatahillah Dungeon and Taman Prasasti museum provide the research practice that emerges from the visitors’ voices. The findings deliver undiscovered value for the product development initiative, where at the same time bids the model for the dark tourism’s consumption in term of the value creation and experience that giving the sites’ meaning in recognizing how ‘dark’ the product is and stand out from the mass.

1. Introduction

Travel and tourism commodities hold distinct advantages as a product of economic developments that comparable with other sector producers, namely automotive manufacturing, chemicals manufacturing, banking, education, agriculture, mining, retail, and financial services [1, 2]. Although, there is a dynamic conversation to recognize and define the dark tourism products and attraction [3, 4]. Thus, the product’s terminology varies and academically fragile that known as dark, black or grief with tourism [5]. But, this study understood the dark tourism product as the place and space, which have the uniqueness aspects towards examination historical of the site that associated with death, violence, suffering or disaster experiences that remain to influence one’s lives [5, 6].

Around the world, the phenomenon of dark tourism product is noticeable as there is attention from international visitor to visit and consume it. These following facts are confirming that dark tourism produce a fascinating attraction for the contemporary market. It was more than 2.0 million attendance were consuming the historical holocaust site museum and memorial dark tourism’s attraction in Auschwitz-Birkenau, Poland, which was the German Nazi concentration and extermination camp [7]. Across the globe, the Ground Zero in New York, the site of the September 11 terrorist attack, was turned to be the most tourist attraction in the city that attracts nearly 1.8 million people a year. In
addition to contribute to the city’s revenue, the Ground Zero site is expected to bring in more than 3.6 million visitors in the near future and to match the annual crowds at the other famous tourist attraction such as Metropolitan Museum of Art (4.6 millions) and the Statue of Liberty (4.2 millions) in the country [8]. In the Asia continent, apart from the memorial site to honouring the victims of terrorist bombing attacks, which killed 202 people in 2002, Bali Bombing site in Kuta, Bali, Indonesia is offering the elegant architecture that made from carved stones and the marble plaque contain the victims’ names along with their nationalities. Also, the site is ranked 5 in TripAdvisor’s things to do in Kuta’s tourist attraction [9, 10].

Since nearly two decades ago, Lennon and Foley [11] has tried to understand dark tourism’s product attraction by exploring sites that are represented of inhuman acts and study the visitors’ perceptions and experience as part of heritage tourism. Furthermore, dark tourism as one of niche tourism products, has been identified as a growing fascinated product among contemporary tourist in seeking a particular feature and connection within the death and disaster experience [12-14]. Furthermore, in this twenty-first century thinking, Novelli [15] argued that dark tourism product requires attention towards development possibility where its production has been stealing the attention of modern tourist’s consumption.

On the other hand, in the business management, a strategic planning has been used extensively by the product-oriented firm as to guide a company to go to a direction whether they want to be a leading company in a market or follow an innovative way [16, 17]. As such, the tourism contemporary intellectual studied dark tourism from the sites, management of the sites, ethical issues in profit-making, and the involvement of indigenous peoples in site management (see Biran and Hyde [18], Yan, Zhang [12], Thomas, Seitsonen [19]).

Although the SWOT factors [20] and TOWS matrix [16, 21] has been applied to function as a mind tool for tourism development. However, an examination study on dark tourism product development is overlooked. In this sense, highlighting Indonesia tourism business sectors that significantly contributed to the country’s gross domestic product (GDP), index, and employment figures [22].

Therefore, this study attempts to provide a framework thinking, which focuses on the critical understanding of local interdependence instruments and the concept of dark tourism product to have a development strategy. The aim is to examine and provide dark tourism’s product elements to enter the realm of the dark tourism varieties and attractions for appealing more visitation and consumption as well as giving the sites’ meaning to stand out from others, particularly in Jakarta, Indonesia.

Through a combination thinking of the dark tourism products description and spectrum that introduced by Stone [23] and the application of business’ strategic planning on SWOT factors [20] and TOWS matrix [16, 21] for a situational analysis model. These strategic thinking confirm and reinforce Indonesia’s dark tourism site for the package of niche tourism attraction that offers an economic value, which forged between reality and imagination. Also, the model would help a tourism developer in matching the dark tourism asset to become an opportunity feature and convert the threats or weaknesses issues towards the development approach to gain a more competitive advantage.

In the end, these two case studies of Fatahillah dungeon and Taman Prasasti museum in Jakarta, Indonesia, settle the proposed framework that could inform the uniqueness of what makes each a dark tourism’s product has attracted the visitation. Hence, the context of study could be useful to not only illustrate the long-standing synergy of the two subjects’ knowledge exchange between business management and tourism study but also stimulating a contemporary research discussion, particularly on dark tourism.

2. Method

To get a deep understanding of the research study, this study employs qualitative research as it tends to collect a great deal of ‘rich’ information about relatively few cases rather than the more limited information about each of a large number of issues [24]. Moreover, the consideration based on the belief that the people personally involved in a particular situation are best placed to describe and explain their experiences or feelings. The research method utilized the qualitative case study to present
the findings in understanding a tourist’s visitation during their consumption of dark tourism product in the sites. Yin [25] argued that the case study research method is employed to investigate a current phenomenon within the real-life.

Secondary research done by critically examine dark tourism’s literature to disclose the SWOT analytical statement. Furthermore, primary data provided by semi-structured interview [26]. Thus, regardless of the demographic aspects, the total of twelve semi-structured interviews were established at Fatahillah dungeon and Taman Prasasti museum as the sites of dark tourism in Jakarta. The research analysis thematically extracted from both secondary and primary data to locate a socio-spatial dialectic’s meaning on a development initiative [27, 28]. Hence, the research outcomes designed for findings of the visitor’s interaction towards product development of dark tourism within the sites. The theoretical framework adapted from the Stone [23] discussion on the dark tourism’s product and spectrum framework, and the Weihrich [16] TOWS matrix for situational analysis assessment. The research design presented in Figure 1 shows the instrument the whole process of the research.

![Figure 1. Research design](image)

3. Literature Review

Product of dark tourism is the place and space, which have the uniqueness aspects towards examination historical of the site that associated with death, violence, suffering or disaster experiences that remain to influence one’s lives [5, 6]. Lennon and Foley [11] studied about dark tourism product by exploring sites that are represented of inhuman acts through visitors’ perceptions and experience. Moreover, altogether, Sharpley [29] and Walter [30] argued that one’s understanding of dark tourism products as an attraction that mediating between the dead and the living. Therefore, the dark tourism products regarded as an enormously tourism-related attraction and/or activity from but not limited to ‘playful’ houses of horror, places of pilgrimage such as graves or death sites of famous people, war museums, the holocausts death area and/or big disaster or brutalities [11, 29, 30].

Towards a product development thinking, although the first use of SWOT acronym is unclear, scholars, consultants, trainers and educators from various disciplines extended beyond companies, countries, and industries, were put consideration for strategic planning through SWOT analysis performance to improve a development approach [31]. Also, Quincy, Lu [32] argued that SWOT application could perform for research reports as well. SWOT that stands for Strength, Weakness, Opportunity, and Threat is typically performed using a four-square examination model. In the contemporary thinking, Berry [21] and Weihrich [16] suggested TOWS matrix dialogues for further analysis to turn the classical SWOT result into a new dimension of strategic planning to generate the idea for a short-term or long-term development agenda. In essence, both of the authors argued that further examination beyond SWOT application is necessary.

4. Discussion

4.1. The Dark Tourism’s Products and Spectrum

Biran and Hyde [18] gave a new insight for dark tourism discussion towards a supply and demand side perspectives to understand and recognize dark tourism as both an individual experience and a complex social-cultural interaction. Furthermore, Yan, Zhang [12] identified the implication of visitation to a
dark tourism site are likely to engage and learn about the incident or related issues, which affect their emotional reaction to the site’s dark space.

In respect of this study, Stone [23] supplied the theoretical thinking for a dark tourism product and spectrum distinction. The description provides the identity and differentiates each of the dark tourism products as well as offers tourists for the provision and simultaneous consumption that lies between tourist’s reality and imagination. The range is from lightest to darkest spectrum. The lightest spectrum understood as sites associated from death and suffering with lower political and ideology to the darkest range [23]. Table 1 provides a comprehensive understanding and description of the seven dark tourism products, including the spectrum consideration for tourist in consuming the product.

Table 1. Dark Tourism Product’s Description and Spectrum

| No | Dark Tourism Products | Description | Spectrum (Darkest to Lightest) |
|----|----------------------|-------------|-------------------------------|
| 1  | Dark Fun Factories   | Attractions and tours which predominately design for entertainment focus and commercial purpose. | Lightest |
| 2  | Dark Exhibitions     | Exhibitions and sites which blend the product design to reflect education and potential learning opportunities. Dark Exhibitions offer products which revolve around death, suffering or the macabre with an often commemorative, educational and, reflective message. | Darker |
| 3  | Dark Dungeons       | Sites and attractions which present bygone penal and justice codes to the present-day consumer and revolve around (former) prisons and courthouses. These product types have a combination of commercialism and tourism infrastructure, and occupy sites which were non-purposeful for dark tourism. | A mixture of dark and light |
| 4  | Dark Resting Places | Its focuses upon the cemetery or grave markers as potential products for dark tourism. Dark resting places offer romanticised, if not rather macabre, urban regeneration tool. Thus, it also provides serenity and the opportunity to both commemorate and pay respects to the deceased. In particular, tourism planners often use the cemetery as a mechanism to promote visitation to an area, conserve the structural integrity of landscape and architecture, and sustain the ecology of local environments. | A mixture of dark and light |
| 5  | Dark Shrines        | Those sites which ‘trade’ on the act of remembrance and respect for the recently deceased. Hence, dark shrines’ place is often constructed, formally or informally, very close to the site of death and within a short period of the death occurring. Dark Shrines’ site often built on a semi-permanent and tangible focal point for the bereaved. Indeed, most site of dark shrines are non-purposeful for tourism and thus possess very limited tourism infrastructure due to their temporal nature. | Darker |
| 6  | Dark Conflict Sites | Activities, sites, or destinations associated with warfare are a component of the tourist attraction market. It revolves around war and battlefields and their commodification as potential tourism products. Indeed, dark conflict sites have an educational and commemorative focus, are history-centric, and are originally no purposeful. | Lighter |
| 7  | Dark Camps of Genocide | Represents those sites and places which have genocide, atrocity, and catastrophe as the thanatological theme. Dark Camps of Genocide tell the terrible tales of human suffering and infliction and have a high degree of political ideology attached to them. Thus, those sites mark a concentration of death and atrocity, and it is no more apparent than that committed throughout the Holocaust. | Darkest |

Scientifically, Table 1 stand to clarify a various perspective towards a dark tourism product and visitation degree of experience. Indirectly, the table could inform and function to preserve the products’ historical value as well as serve as educational purpose both for-profit and non-profit oriented, particularly for this article to match with the proposed analytical thinking such as TOWS matrix dialogues on a development strategy.

4.2. SWOT & TOWS Matrix as Dialogue for a Development Initiative and Situational Analysis

The applied classical SWOT four-square examination provides this theoretical study platform as described as following [20]:

Table 2. SWOT Four-square Examination Model

| STRENGTHS | WEAKNESSES |
|------------|------------|
| are aspects or characteristics of the dark tourism site that give advantage over others | are aspects or characteristics that place the dark tourism site at disadvantage to others |
OPPORTUNITIES are internal and external prospects to improve the dark tourism site’s performance within the context

THREATS are influencing factors in the internal and external environment that could cause trouble for the dark tourism site to function or deliver a service to tourists

The TOWS matrix dialogue serves as a further stage in developing an alternative strategy based on a logical combination of aspects that relate to those SWOT’s four-square conceptually distinct model [16, 21]. In practice, the ‘matching’ method would match a STRENGTH factor of dark tourism site to become an OPPORTUNITIES aspect to gain a competitive advantage. The ‘converting’ process means to convert THREATS or WEAKNESSES issues into strength or opportunities features in regard to product development [21, 33]. Table 3 acknowledge the applied TOWS matrix regard this study.

Table 3. TOWS matrix
Source: Adapted from Weihrich [16]

| External Opportunities (O) | Strategy/idea that utilizes strengths characteristics of the dark tourism site to maximize opportunities |
|----------------------------|--------------------------------------------------------------------------------------------------|
| Internal Strengths (S)     | Strategy/idea that could minimize weaknesses aspects, which place the dark tourism site at a disadvantage situation done by employing opportunities |
| Internal Weaknesses (W)    | Strategy/idea that could ease trouble for the dark tourism site to function and deliver a maximum service |
| External Threats (T)       | Strategy/idea that utilize strengths aspects of the dark tourism site to minimize a possible threat |

5. Finding
Both of the sites, Fatahillah dungeon, and Taman Prasasti Museum categorize as Indonesia heritage tourism destination. Secondary data and confirmed by TripAdvisor, located those two sites in the options of the History Museum in Jakarta tourist’s destination [34]. Moreover, the primary examination revealed that both of them were offering the visitation towards dark tourism product and attraction on the site. In specific, this study shows the scientifically arguments on dark tourism products development through case study approach that differ from previous work pertaining tourism development (see Narayan [35] for Fiji’s tourist destination, Wilkins and Hall [36] on wine tourism, and Roslan, Ramli [37] for heritage tourism in Jugra, Selangor, Malaysia).

5.1. The cases of Fatahillah dungeon and Taman Prasasti museum towards the dark tourism’s products description and spectrum
The first cases show the examination of Jakarta History Museum, also known as Fatahillah Museum, which part of ‘Kota Tua’ (Jakarta old city) tourist’s attraction. The literature said that Fatahillah Museum was part of the whole ‘Kota Tua’ tourist attraction, which extents 1.3 square kilometres within North Jakarta and West Jakarta. The site was also offering and guiding the visitor to go back to 17th century time and remind them about Jakarta in the beginning colonization of the Dutch [38]. Despite showing the collection that ranges from the leftover of Dutch East Indies Company, historical maps, paintings, ceramics, ‘Betawi’ (local tribe) furniture, and archaeological objects from the prehistoric era such as ancient inscriptions and sword [39]. In particular, the Fatahillah Museum tourist’s attraction was happened to have the dungeon, which located beneath the front portico that used to be functioning as a prison to detain and torture Indonesian during the colonization. History recorded that the dungeon held Prince Dipenogoro, which known as the Indonesian national hero and one of the famous Javanese freedom fighters at the time.

At this stage, in term of the product description, the narrative quantified that dungeon at Museum Fatahillah as the dark tourism site. It offers the visitor for dark experience towards a long-gone penal
and justice codes that revolve around prisons. Therefore, the visitation to the dungeon categorized as the dark tourism’s product consumption towards the imagination of a brutality involvement. This description matched with the Stone [23] dark dungeon description that presented in Table 1, No. 3. Moreover, the Fatahillah ‘dark’ dungeon confirmed by the perception from more than half of the respondents. As such, although the respondent didn’t fully understand about the dark tourism’s product and spectrum conceptualization. The voices of the respondent were saying that they could feel the ‘darkness’ of the site while sitting inside the dungeon and seeing the big rotten chain that attached to the concrete ball, which existed in the site. The ball was purposely made to hold and limit the prisoner movement. In specific, one respondent said that “I couldn’t image if that concrete ball is attached to my leg in this small dungeon room. I might just kill myself if that happens”.

On the contrary, other respondents expressed that they felt nothing while visiting the site and stayed inside the jail. They said that they played with the concrete ball and tried to lift it to prove that the concrete ball was a real heavy ball. In term of the products’ spectrum, the differentiation feeling derived from the respondents’ imaginations completed the dark dungeon’ product spectrum investigation, which approved the visitor’s consumption with a mixture of dark and light dark experience for the death, violence, suffering, and disaster involvements.

The second cases prove the classification of Taman Prasasti Museum as the heritage sites in Jakarta. The landscapes of Taman Prasasti museum found different than ordinary definition of a museum. As such, a museum is understood as a place/ institution that function to preserve/ conserve a collection of artifacts and other objects of artistic, cultural, historical, or scientific importance [40]. But, Joga, Sandjaja [41] revealed that the site was the old Dutch graveyard in the capital city of Jakarta, which turns to be the museum. In this sense, in term of the dark tourism’s product description that provide in Table 1, No.4. It means, Taman Prasasti museum falls under the dark tourism product description as the dark resting places that offered serenity and the opportunity to both commemorate and pay respects for the following generation for the deceased noble Dutchmen who buried at the site. Also, Taman Prasasti museum that was built in 1795 by the Dutch colonial government might be the oldest world’s modern cemetery in the world to compare with the Fort Canning Park (1926) in Singapore, Gore Hill Cemetery (1868) in Sydney, Père Lachaise Cemetery (1803) in Paris, and Mount Auburn Cemetery (1831) in Cambridge, Massachusetts [42]. Geographically, Taman Prasasti museum conserved the structural integrity of landscape and architecture and sustained the ecology of local environments as the cemetery and grave markers in Jakarta arena. Hence, all the respondents did not disagree with the description as they came to the site for its remarkable landscape and extraordinary architecture. Echoing the first cases, the visitor’s voices proved that Taman Prasasti museum’s dark tourism spectrum offered nothing of “dark” sensation. Specifically, the two couples among the respondents even said that the site was becoming their regular romantic meeting place. In a special occasion, the site used as a pre-wedding event and photography club rendezvous. These evidence and facts authorised the Taman Prasasti museum in offering a light dark experience range. The site is, even more, a place to celebrate life rather than a place for spending a romanticised and/ or macabre or even giving a variety of experience related to pilgrimage and historically noteworthy death in Jakarta city.

5.2. The SWOT and TOWS matrix performance at Fatahillah Dungeon and Taman Prasasti museum

The SWOT analysis model was employed to help this study to understand the distinctive characteristic over both of the sites, the Fatahillah Dungeon and Taman Prasasti museum. Derived both from secondary data and respondent’s perception while visiting the sites, the performance of the SWOT four-square examination presented on the table as below.

Table 4. The SWOT Four-square Examination Towards Dark Tourism Attraction at Fatahillah Dungeon and Taman Prasasti Museum

| SWOT          | Fatahillah Dungeon Museum | Taman Prasasti Museum |
|---------------|---------------------------|-----------------------|
|               |                           |                       |

6
Factors

**Strengths**
- Part of whole ‘Kota Tua’ tourist attraction that offers heritage Jakarta in the beginning colonization of the Dutch
- Integrated information within the history value of Jakarta city and colonization era
- A well-known tourist destination for domestic and international visitor
- Lots of option for a transportation to take to the site
- The oldest world’s modern cemetery to compare with the Fort Canning Park (1926) in Singapore, Gore Hill Cemetery (1868) in Sydney, Père Lachaise Cemetery (1803) in Paris, and Mount Auburn Cemetery (1831) in Cambridge, Massachusetts.
- Extraordinary landscape and architecture
- Breath-taking view and comfortable area
- A photographic-scenery

**Weaknesses**
- Lack of information about its dark tourism’s product and consumption
- Limited facilities for a tourist (i.e., food corner, souvenirs shop)

**Opportunities**
- Promoting the site as the dark tourism’s product consumption of Dark Dungeons
- Promoting the site as the dark tourism’s product consumption of Dark Resting Places
- Introduce the site as the oldest world’s modern cemetery in the world

**Threats**
- Other tourist attraction in the nearby area (i.e., Ancol Theme Park)
- Financial sustainability

Furthermore, Table 5 informed the application of TOWS matrix as the further analytical thinking for more sophisticated strategic formulation regard development idea.

Table 5. TOWS Matrix on The Dark Tourism Attraction at Fatahillah Dungeon and Taman Prasasti Museum

| Internal Strengths (S) | Internal Weaknesses (W) |
|------------------------|-------------------------|
| **Fatahillah Dungeon** |                         |
| Introduce and develop a promotion tool/program that informs the site as the dark tourism’s product consumption of Dark Dungeons which offer the visitor to feel a violence, suffering, and disaster sensation as the dungeon prisoner in the 17th century. | There might be a confusion for the actual attraction within the Fatahillah Dungeon area. But the differentiate of visitor’s perception would upright the desire to visit when they actually understand and know that the site is part of niche dark tourism’s product consumption that called the Dark Dungeons. |
| **Taman Prasasti Museum** |                         |
| Highlight Taman Prasasti museum as the oldest world’s modern cemetery in the world. Also, develop a promotion program that promote the site as of the dark tourism product of Dark Resting Places, which visitors might experience a romanticized sensation on exploring the area. | The advantages of promoting the site as the dark tourism’s product consumption of Dark Resting Places might be a solution to sell an affordable ticket at the entrance point. Although this strategy might unpopular within the regular visitor. But, at the same time, this policy would result in the site for a self- |
financing and stimulate a sense of management action in building facilities to attract more visitation from a market.

| **Fatahillah Dungeon** | **Taman Prasasti Museum** |
|------------------------|---------------------------|
| Provide the historical story about a torture and suffering sensation in the dungeon will be an interesting touristic program for visitor to build their imagination while consuming the site’s ‘dark’ involvement (i.e. Pangeran Dipenegoro historical story). | Although, it will be endangering the sacred of the dark resting place. But, thinking of development program by inviting an investor from the private company could be a solution to get sustainability finance and open for building the site with some facilities (i.e., food corner, souvenirs shop, etc.) |
| Advance Fatahillah Dungeon Museum Tour might educate the market and at the same time could enlarge a wider visitation. | |
| The London Dungeon tour program can be a good benchmark study. | |

**External Threats (T)**

**Taman Prasasti Museum**

Develop the infrastructure such as transportation route

6. **Conclusion**

Dark tourism’s products as the tourist attraction are emerging in the modern travel and tourism industry. Moreover, dark tourism’s site is stealing the attention of the contemporary market that predominately desires to explore the unknown and unusual phenomenon or even a paranormal activity during a visitation. But, the lack of understanding of dark tourism’s product and consumption during the visitation among the tourism developer and visitor is still in the surface, particularly at Fatahillah dungeon and Taman Prasasti museum in Jakarta, Indonesia.

Although the experiences offer within these cases study are varies ranging from lightest to the darkest scale kind of sensation that experiencing the death and suffering from lower political and ideology on the real sites of horror historical event. The research confirms that the visitation to both sites regarded as consuming dark tourism’s products. Thus, indeed, both of the selected cases were produced a variation of the ‘dark’ sensation that lies between the reality and imagination of the visitor itself. While visitation to Fatahillah dungeon viewed as the consumption of the dark dungeons attraction that offered the tourist for dark experience towards a long-gone penal and justice codes that revolve around prisons. The tourist at Taman Prasasti museum is considered consuming dark resting places product, which the visitor would experience a ‘dark’ romanticised sensation while exploring or taking the picture with the extraordinary architecture and landscape.

In concern of product’s development framework and initiative, the proposed strategical thinking that utilized the long standing of two subjects’ knowledge exchange between business management thinking and authentic dark tourism study, discloses the value creation and product’s experience as displayed on Table 4. Hence, the framework thinking capture the performance of both the discipline study.
Indeed, the model useful to give dark tourism sites meaning in distinguishing how ‘dark’ the products are. Also, it produces a critical review and strategical thinking for the products development and services to reveals its competitive advantages within a modern market.

Finally, the research design aided a dark tourism developer or those who responsible for a development program to identify both the available opportunities for the sites’ development and possible threat to deal with in the light of sustainable niche market. As such, the study suggests the Fatahillah dungeon and Taman Prasasti museum sites expose and promote its’ dark tourism competitive advantages i.e. product name, attraction, sensation, and uniqueness, as described in Table 5.

Despite limitation of the research time and undersized of the respondents. This study arouses a thought-provoking’s for the dark tourism’s product development through more a sophisticated strategic model such as PEST analysis (political, economic, socio-cultural and technological) or even an application of the Theory of Planned Behavior (TPB) that predict an individual’s intention to engage in a behaviour at a specific time and place.

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