



The Application of Strategic Management in the Preservation of Local Culture: A Literature Review on the Tiba Meka Ritual in Manggarai

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ABSTRACT

The preservation of local culture has become increasingly important in the face of globalization, which threatens the sustainability of local traditions. This study aims to explore the application of strategic management in the preservation of local culture, focusing on the Tiba Meka Ceremony in Manggarai, East Nusa Tenggara. This ceremony is a traditional guest reception that is rich in symbolic and cultural values but faces challenges due to social changes and the influence of modernization. The research examines how strategic management can help design structured and sustainable preservation policies through the integration of education, tourism, and digital technology sectors. Through a managerial approach, the cultural values embedded in the Tiba Meka Ceremony can be incorporated into the educational curriculum to shape students' character, as well as be utilized in culture-based tourism that prioritizes sustainability. The use of digital technology also becomes an important strategy for documenting and promoting this tradition to a wider audience. The findings indicate that with collaboration among local communities, the government, and the private sector, the Tiba Meka Ceremony can be preserved in a way that remains relevant in the modern era without losing its cultural essence. This study contributes to the development of a management model based on local wisdom that can be applied in the preservation of culture in Manggarai and other regions.

Keywords: Strategic Management; Preservation: Local Culture: Tiba Reka: Literature Review;

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1. INTRODUCTION

The preservation of local culture has become an essential issue in the current era of globalization. Local culture, as a valuable heritage of a nation or community, faces serious threats due to the rapid changes of time and the erosion of traditional values within society. On one hand, globalization brings progress in various aspects of life, but on the other hand, it leads to the homogenization of culture, which threatens the diversity of local cultures. In this context, the preservation of local culture is not merely an effort to maintain the identity of a community, but also to ensure its continuity in the face of contemporary challenges. One approach to strengthening the preservation of local culture is through the implementation of strategic management, which can assist in designing and executing policies as well as systematic and well-planned steps.

Strategic management, in this context, can be viewed as an approach that integrates cultural values with long-term objectives aimed at ensuring the sustainability of local culture. Across various sectors, strategic management has been applied to optimize resources and enhance competitiveness, whether in business, government, or the management of natural and social resources. In the realm of local culture preservation, strategic management presents significant potential for formulating preservation policies that focus not only on conservation aspects but also on community empowerment and the integration of culture into various social and economic dimensions of life (Zhu & Deng, 2024).

One example of local culture with profound cultural value yet threatened by the changes of time is the *Tiba Meka* Ritual, a guest reception tradition practiced by the Manggarai people in East Nusa Tenggara. The *Tiba Meka* Ritual is not merely a customary event filled with symbolism, but also an essential element that shapes the social and cultural character of the Manggarai community. This ritual represents respect for guests and strengthens social bonds among community members. Several stages of this ritual, such as the offering of *cepa* (palm wine)

and a white rooster, carry deep symbolic meanings that reflect the noble values of the Manggarai people, such as hospitality, togetherness, honor, and reverence for nature (Dalut et al., 2022).

As time progresses and the influence of globalization spreads, the sustainability of the *Tiba Meka* Ritual is increasingly at risk. The Manggarai community faces numerous challenges in maintaining the relevance of this tradition. One of the main challenges is the rapidly changing social patterns and the impact of modernization, which alters the way of life within the community. Although the *Tiba Meka* Ritual continues to be practiced by the majority of the community, it cannot be denied that the younger generation in Manggarai is beginning to be less familiar with and involved in the direct practice of this tradition. This is due to lifestyle changes that are more influenced by global culture, as well as a lack of understanding about the importance of preserving local culture in everyday life (Ndiung & Bayu, 2019).

Furthermore, a major challenge in preserving the *Tiba Meka* Ritual is the lack of a structured and systematic approach to its management. The Manggarai community continues to practice this tradition in a generational manner, without a management system based on a clear strategy. A more organized and planned approach to local cultural management, one that can involve various stakeholders—ranging from indigenous communities, local government, to the education and tourism sectors—becomes crucial in strengthening the preservation of the *Tiba Meka* Ritual. Therefore, a strategic management approach is essential for ensuring the sustainability of this tradition (Lestari et al., 2022).

Strategic management can be utilized to design and implement policies that support the preservation of the *Tiba Meka* Ritual by optimizing the social, economic, and educational potential within the Manggarai community. One initial step that can be taken is to raise awareness about the importance of preserving local culture, both among indigenous communities and the younger generation. In this regard, the education sector plays a crucial role, as education can serve as a means to integrate cultural values through the curriculum and daily learning activities. Through a culture-based educational approach, the values embedded in the *Tiba Meka* Ritual can be taught to the younger generation and become an integral part of their character development process (Menggo, Ndiung, et al., 2021).

In addition, the tourism sector also plays a significant role in supporting the preservation of local culture. By utilizing the *Tiba Meka* Ritual as a cultural attraction, the Manggarai community can attract tourists interested in learning about this tradition. However, the application of strategic management in cultural tourism must carefully consider the balance between cultural preservation and environmental sustainability, as well as the socio-economic impacts on the local community. Therefore, tourism management based on local wisdom, coupled with effective strategic management, can provide economic benefits while ensuring that cultural values remain preserved (Khalaf, 2024).

Overall, this research aims to explore how the application of strategic management can strengthen the preservation of the *Tiba Meka* Ritual in Manggarai, as well as how this tradition can be maintained in a modern context without compromising the cultural values embedded within it. A systematic and organized managerial approach is expected to ensure that this tradition not only survives but also thrives and remains relevant in the future social life of the Manggarai community. This study is not only crucial in the context of local cultural preservation but also in understanding how strategic management can play a role in sustainable social and cultural development (J. Zhang et al., 2024).

This research offers novelty by integrating strategic management approaches, culture-based character education, and sustainable tourism development for local cultural preservation, an area that has not been widely examined holistically in the context of the *Tiba Meka* Ritual in Manggarai. The findings from this literature review can serve as alternative input for designing a strategic management model based on local wisdom for cultural preservation, which can be applied not only in Manggarai but also to other local cultures. Furthermore, this study enriches the literature on the integration of culture into character education and the development of sustainable tourism.

2. LITERATUR REVIEW

2.1 *Tiba Meka* Ritual

The *Tiba Meka* Ritual is a distinctive guest reception tradition in the Manggarai community, East Nusa Tenggara, and has been carried out for generations. This ritual plays a crucial role in strengthening relationships among community members and reflects the noble values that are respected in Manggarai culture. Within this cultural framework, *Tiba Meka* not only contains symbolism and cultural meaning but also encompasses educational values that are relevant in the process of shaping individual character. Previous studies have shown that *Tiba Meka* holds deep character values that support social harmony within the Manggarai community (Ndiung & Bayu, 2019; Wahyu & Leonangung Edu, 2018).

The *Tiba Meka* Ritual consists of several stages, each containing deep symbolic meaning. The welcoming process begins with *Reis tiba di'a*, which signifies welcoming guests with great respect. This stage emphasizes the importance of hospitality within the Manggarai community. The next stage is *Raés agu raos cama laing*, which represents togetherness and joy in greeting the guest, highlighting the value of solidarity highly esteemed within

the community. Following this is the *Pandeng Cepa* stage, which depicts the physical and spiritual unity between the guest and the host. This sense of togetherness is also reflected in the *Inung Wae Kolang* stage, where sharing a drink together symbolizes the closeness between both parties. The next stage, *Tegi Reweng*, is when the host seeks affirmation or advice from the guest, demonstrating respect for the guest. The ritual concludes with *Wali Di'a*, a prayer for the safety of the guest, reaffirming the spiritual values embedded in Manggarai culture (Lestari et al., 2022; Menggo, Ndiung, et al., 2021).

The symbolism contained in the *Tiba Meka* Ritual is profound, especially through certain objects such as *cepa* (palm wine) and a white rooster. *Cepa* serves as a symbol of the host's sincere welcome, while the white rooster represents the hope that the guest will have a pure and clean heart, in accordance with the symbolism in local culture. These symbols embody noble values such as respect, sincerity, and prayers for the well-being of the arriving guest (Dalut et al., 2022; Wahyu & Leonangung Edu, 2018). In addition, the use of attributes such as hats, scarves, and traditional woven fabrics serves to indicate the social status and position of the guest, showing that in the *Tiba Meka* Ritual, it is not only words but also physical objects and rituals that carry profound meaning. This ritual creates a comprehensive experience for all participants, both the guest and the host (Menggo, Ndiung, et al., 2021; Ndiung, 2019).

The *Tiba Meka* Ritual is closely linked to the formation of character values within the Manggarai community. Through a series of symbolic actions and rituals, this tradition instills values such as humility, honor, responsibility, care, and courtesy. These values are reflected not only in the reception of guests but also in the way the community interacts and maintains social harmony in daily life. As stated by Ndiung & Bayu (2019), these values include openness, familiarity, and respect for others, which form the foundation for building a strong character within the community, fostering mutual respect. Furthermore, this ritual holds pedagogical values that are relevant to education. The values embedded in the *Tiba Meka* Ritual can serve as practical examples in character development for students, teaching the importance of mutual respect, maintaining good relationships, and honoring others. The integration of these values into education based on local wisdom can enrich the learning process and guide students to better appreciate diversity while building stronger character (Lestari et al., 2022; Menggo, Ndiung, et al., 2021).

The application of the values embedded in the *Tiba Meka* Ritual within the context of education can strengthen students' character. For example, the symbol of the white rooster in this ritual can be used to teach students the importance of having a pure and clean heart when interacting with others. These values are also highly relevant for teaching responsibility, care, and courtesy, which can be applied in students' daily lives. Furthermore, the *Tiba Meka* Ritual demonstrates how local culture can be used to reinforce students' character, particularly in the context of multiculturalism. Through an understanding of the values in this tradition, students learn to better appreciate other cultures and enhance their intercultural communication skills, which are crucial in an increasingly diverse global society, where the ability to interact with various cultures is essential (Menggo, Ndiung, et al., 2021; Menggo, Pandor, et al., 2021; Ndiung, 2019).

2.2 Strategic Management

In response to global demands, various industries have prioritized strategic management and sustainability, integrating environmental, social, and economic goals into their operational activities. Recent studies show an increasingly strong correlation between the implementation of sustainable practices and the achievement of competitive excellence, where companies are not only able to improve business performance but also contribute to the global sustainability mission. This development can be observed across various sectors, from e-commerce and energy to tourism and banking, where the concept of strategic management is being redefined to accommodate sustainability aspects, including awareness of environmental issues and socio-economic implications.

The e-commerce sector is one of the most prominent fields in examining the connection between business strategies and sustainability principles. Zhu & Deng (2024) specifically examine the live-streaming-based e-commerce business model, an innovative approach that heavily relies on the central role of influencers in marketing. The study highlights the urgency of implementing a dual-channel strategy, combining independent live-streaming with channels controlled by influencers. Using game theory, the researchers outline the dynamics of price decision-making and the spillover effects occurring between these two channels, while demonstrating that the collaboration of these approaches can reduce the environmental footprint by simplifying digital marketing activities and optimizing the supply chain. By prioritizing influencer engagement, e-commerce companies have the potential to achieve higher profitability while reinforcing their commitment to social responsibility through sustainable business practices. These findings reflect the growing demand for business entities to adopt digital strategies that not only enhance consumer engagement but also address environmental and social dimensions within the framework of their long-term strategies (Zhu & Deng, 2024).

In a similar context, Costantino et al. (2024) examine the contribution of nature-based tourism to the development of rural areas, using the case study of San Giovanni Lipioni, Italy. The study emphasizes that rural areas, often neglected and facing depopulation issues, hold significant potential to drive sustainable development

through the utilization of their natural resources and cultural heritage. By integrating digital technology, nature-based tourism development, and efforts to preserve cultural values, this study demonstrates that a multidisciplinary approach can serve as a catalyst for the revitalization of rural communities. Costantino et al. (2024) highlight that achieving sustainability in the context of rural tourism depends not only on environmental conservation but also on the creation of more inclusive economic opportunities at the local level, which ultimately strengthens the social resilience of the community. This type of strategic management model offers inspiration for other rural areas, particularly in Europe, which are facing similar demographic and economic challenges.

Meanwhile, in the realm of geotourism, Khalaf (2024) emphasizes the importance of geoheritage in the Samalute-Minia region of Egypt. This study explores the potential for developing tourism based on geodiversity and cultural-religious heritage in the area. Khalaf argues that integrating geotourism with cultural and religious tourism not only promotes environmental preservation but also enhances educational tourism, providing opportunities for local communities and visitors to engage with the significance of the region's geology and culture. This approach aligns with the sustainable tourism trend, where preservation and education are key elements. By focusing on geoheritage, this research demonstrates how cultural preservation and environmental sustainability can work together to promote local development and global awareness of geodiversity.

Green innovation is another critical area where strategic management and sustainability intersect. Zhang et al. (2024) conducted a comprehensive bibliometric analysis on green innovation in business, showing that this field has rapidly developed over the past two decades. The authors note that green innovation has evolved from being a niche practice to now being considered a core component of corporate strategy. Companies are focusing on adopting environmentally friendly technologies and practices not only to reduce their environmental footprint but also to gain a competitive advantage in the market. This research reveals that key terms such as "green intellectual capital," "green product innovation," and "eco-efficiency" are trending, indicating that businesses are focusing on enhancing product design and production processes to minimize environmental impact. By aligning business strategies with green innovation, organizations can create long-term sustainability while responding to the growing environmental concerns from consumers and regulators.

The role of cultural heritage in promoting sustainable tourism is further explored by Moscatelli (2024), who focuses on the Darb Zubaydah pilgrimage route in Saudi Arabia. This study examines how the preservation of cultural and religious heritage along the historic pilgrimage route serves as a powerful tool for the development of sustainable tourism. By applying sustainability criteria that include cultural, environmental, spatial, and economic factors, Moscatelli identifies strategies to enhance the tourism experience for pilgrims while preserving the cultural topography. The research emphasizes the importance of balancing tourism growth with heritage preservation, ensuring that the local economy benefits from tourism without compromising cultural and environmental resources. This approach aligns with Saudi Arabia's Vision 2030, which aims to revitalize the tourism sector and preserve Islamic cultural heritage, while contributing to the national economy.

In the energy sector, Chidozie et al. (2024) investigate the use of residual biomass for energy production, focusing on optimizing the supply chain to reduce environmental impact. Their study employs a dynamic simulation model to evaluate various scenarios for the biomass supply chain, emphasizing how strategically placing distribution centers and adopting environmentally friendly logistics can reduce CO₂ emissions while maintaining operational efficiency. The study demonstrates that integrating sustainability criteria into supply chain management not only supports environmental goals but also enhances the overall performance of the biomass energy sector. This research highlights the importance of digital tools in optimizing supply chain operations to meet both economic and environmental objectives, making it a valuable contribution to the growing literature on sustainable logistics and energy production.

Finally, Gul et al. (2025) explore the role of Green Human Resource Management (GHRM) practices in enhancing organizational resilience and sustainability in the banking sector of Pakistan. Their research found that GHRM practices, such as green recruitment, training, and performance management, significantly contribute to organizational adaptability and environmental awareness. The study emphasizes the importance of organizational resilience and learning as intermediary factors that enhance the positive impact of GHRM practices on sustainability. By fostering a culture of continuous improvement and pro-environmental behavior, GHRM plays a crucial role in helping organizations overcome environmental challenges and achieve long-term sustainability.

The integration of sustainability into strategic management practices is crucial for organizations across various sectors. From e-commerce to energy, tourism, and banking, the findings in these studies highlight the need for businesses to adopt sustainable practices that not only reduce their environmental footprint but also create long-term economic and social benefits. As sustainability continues to shape the future of business strategies, organizations must adapt their practices to address the challenges of a rapidly evolving world.

3. METHODS

This study employs a qualitative approach centered on a comprehensive literature review to examine the application of strategic management in preserving local culture, with a particular focus on the Tiba Meka Ritual in Manggarai, East Nusa Tenggara. The literature review aims to identify and analyze relevant theories concerning

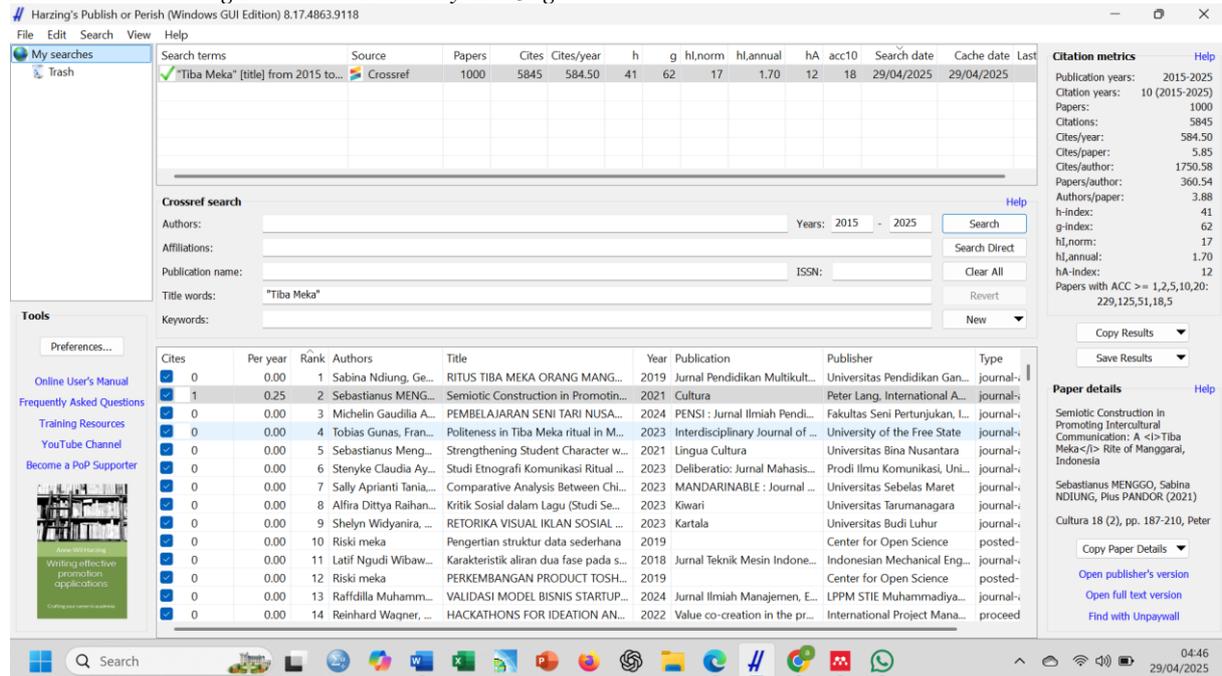
strategic management, cultural preservation, and the role of culture in social development and education, while also highlighting existing research gaps.

Primary sources for this research include scholarly articles, books, research reports, and policy documents that address strategic management as it relates to cultural preservation. The review explores various managerial strategies utilized in safeguarding cultural traditions and investigates how the values embedded in local customs, such as the Tiba Meka Ritual, can be integrated into educational frameworks to enhance character development and promote multicultural awareness among younger generations.

Using the Publish or Perish software by Harzing, a search was conducted on the Crossref index from 2015 to 2025 using the keyword "Tiba Meka." Figure 1 shows the results of this search, which includes data from around the world, compiling citation numbers for each article, annual citations, rankings over the years, publication years, publishers, titles, and abstracts generated from the search, as displayed in Figure 1.

Figure 1.

Article Search Using Publish or Perish by Harzing



Based on Figure 1, it is explained that the journal search results using the Publish or Perish software by Harzing were focused on searching for publications related to the topic "Tiba Meka." This search took data from Crossref and displayed 1000 publications with impressive citation metrics, totaling 5,845 citations and an average annual citation of 584.50. Various citation metrics, such as the h-index and g-index, are also shown, with the publication years ranging from 2015 to 2025. The search results list includes information on the authors' names, article titles, and citation counts, with themes exploring the influence of emotional intelligence on academic performance and student well-being. On the left side, there is a menu of tools offering various user preference options and an FAQ section, providing a comprehensive analytical view of scholarly articles and their significance in the field of *Tiba Meka* across different disciplines.

The literature analysis process is carried out using a thematic analysis approach. Each relevant theme, such as the application of strategic management, cultural preservation, and the integration of culture in education, will be identified and categorized. Subsequently, the findings from various pieces of literature will be synthesized to provide a more holistic understanding of how strategic management can support the preservation of local culture, as well as its relevance to the social and educational context. This analysis will also critique existing research gaps, such as the lack of managerial strategies in the management of cultural traditions, and identify areas that require further attention.

From this literature review, it is expected that new insights will emerge regarding how the values in the *Tiba Meka* Ritual can be strengthened through strategic management in the context of cultural preservation. Thus, this research contributes to the development of a managerial model based on local wisdom that can be applied to preserve cultural traditions in the Manggarai community and its surroundings.

4. RESULTS AND DISCUSSION

4.1. Results

This study found that the *Tiba Meka* Ritual is not only a ceremonial event rich with symbolism but also plays a significant role in strengthening social relationships within the Manggarai community. The ritual consists of a series of stages that reflect respect for guests and strengthen the social bonds between the guest and the host. The welcoming process begins with *Reis tiba di'a*, which symbolizes appreciation for the guest, followed by *Raés agu raos cama laing*, which emphasizes the values of solidarity and togetherness (Dalut et al., 2022). One of the most important stages in the *Tiba Meka* Ritual is *Pandeng Cepa*, which involves the offering of *cepa* (palm wine) as a symbol of the host's sincere welcome. This symbolism underscores the importance of hospitality and openness within the Manggarai community. However, a challenge faced by this tradition is the decreasing involvement of the younger generation in its practice, largely influenced by changes in lifestyle and the impact of global culture (Ndiung & Bayu, 2019). From the study conducted, it is revealed that the application of strategic management can strengthen the sustainability of the *Tiba Meka* Ritual through several strategic steps.

One key step is through the integration of local culture into the education sector. Education based on local wisdom has great potential in introducing the values embedded in this tradition to the younger generation. UNESCO (2017) emphasizes the importance of integrating local cultural values into the educational system as a strategy to ensure inclusivity and relevance in education, especially for indigenous communities. Education that values local wisdom is seen as capable of creating a more contextual, meaningful, and empowering learning environment, particularly for the younger generation who are increasingly exposed to global cultural influences. By incorporating the *Tiba Meka* Ritual into the educational curriculum, values such as hospitality, responsibility, and care can be instilled in character development. The integration of cultural values into education not only enriches the learning process but also introduces the younger generation to cultural diversity and the importance of preserving local cultural heritage (Menggo, Ndiung, et al., 2021).

In addition to the education sector, tourism is also one of the main drivers of local cultural preservation. Cultural tourism is seen as capable of creating economic value while also strengthening the identity of local communities (Richard, 2018). According to Richards, local culture is not only a symbolic asset but also a strategic resource that can be developed to attract tourists, as long as it maintains principles of authenticity and community participation. This type of cultural tourism can have a positive impact on the local economy and increase appreciation for Manggarai culture. By utilizing the *Tiba Meka* Ritual as a cultural attraction, the Manggarai community can attract tourists interested in learning more about the tradition and cultural values embedded in the ritual. However, the application of management strategies in the tourism sector must consider the balance between cultural preservation and environmental sustainability in tourism development. One approach that can be used is the development of eco-tourism, which prioritizes the sustainability of both nature and local culture, while also providing economic benefits and preserving the *Tiba Meka* Ritual. In this way, the community can not only gain economic benefits from tourism but also preserve their traditions and environment (Khalaf, 2024).

Another challenge faced in preserving the *Tiba Meka* Ritual is the lack of structured management. Strategic management can play a key role in designing clear policies and actions for preserving this tradition. One strategic step that should be taken is to form a cultural committee involving various stakeholders, including local leaders, government officials, and the private sector. This committee can design preservation programs that focus not only on conservation but also on empowering local communities to maintain and develop the tradition. With an organized managerial approach, the preservation of the *Tiba Meka* Ritual can be carried out more effectively and sustainably (Lestari et al., 2022).

The risk of excessive commercialization also needs to be carefully considered. Salazar (2012) warns that one of the main challenges in developing cultural-based tourism is the risk of commercialization, which can diminish the original cultural meaning. In the context of the *Tiba Meka* Ritual, this becomes especially relevant as the ritual contains deep symbolism and social values, such as respect, togetherness, and kinship.

In addition, the use of digital technology can also be an important strategy in cultural preservation. The importance of community participation in preserving cultural heritage through digital platforms can expand involvement within the craft and cultural communities (Fresa, 2014). Information and Communication Technology (ICT) has become an essential ally in the preservation, promotion, and dissemination of both tangible and intangible cultural heritage (Mendoza et al., 2023). This approach is known as Intelligent Heritage Management, which allows for the smart and sustainable management of cultural heritage. In the context of the *Tiba Meka* Ritual, such technology can be used to document and spread information about the ritual to younger generations and the wider community. By utilizing digital platforms, the community can promote the *Tiba Meka* Ritual to a broader audience, both nationally and internationally. Technology can be used to document the ritual process, share stories and symbolism contained within this tradition, and raise awareness of the importance of cultural preservation. This digital approach not only introduces the tradition to younger generations but also opens opportunities for the community to gain external support in their efforts to preserve their culture (Zhang, 2022). Cultural preservation in the digital era must leverage sensory technologies, interactive multimedia, and social networks to create

immersive, participatory, and sustainable cultural experiences (Chianese & Piccialli, 2014). Chianese & Piccialli (2014) introduce the CHARADE approach (Cultural Heritage Active Recognition and Advanced Digitization Environment), emphasizing the importance of a smart and integrated cultural heritage system with digital technologies. In the context of the *Tiba Meka* Ritual, such an approach is highly relevant for documenting the symbolic elements of the ritual in depth—such as through audio-visual recordings, local narratives, and participatory tracking by the community. Therefore, a cultural digitization strategy that values local values and actively involves indigenous communities, along with the integration of smart digital systems like those offered in the CHARADE approach, can strengthen cultural management strategies in a strategic and profound way, enabling traditions like *Tiba Meka* to remain alive in the collective memory, both physically and digitally.

The preservation of local culture cannot be done in a partial manner or by one party alone. In this context, Snis et al. (2021) emphasize that the active involvement of local communities, governments, and the private sector is essential to ensure that cultural preservation is not only symbolic but also functional and socially and economically beneficial to the community. Meanwhile, Viju et al. (2020) state that the direct involvement of local communities, governments, and the private sector is crucial to ensuring that preservation is not just symbolic but also functional and beneficial in social and economic terms for the community. In the context of the *Tiba Meka* Ritual, this approach provides an opportunity to position the ritual as part of a tourism attraction that not only draws visitors but also fosters cultural pride and revitalizes traditions among the local community.

The findings of this study demonstrate that strategic management, when applied correctly, can strengthen the preservation of local culture, such as the *Tiba Meka* Ritual, in a structured and sustainable manner. By integrating cultural values into education, developing a tourism sector based on local wisdom, utilizing digital technology, and fostering collaboration among stakeholders in cultural preservation, the *Tiba Meka* Ritual can not only survive amidst globalization but also continue to grow and remain relevant for future generations. This research contributes to the development of a managerial model based on local wisdom that can be applied to preserve cultural traditions in Manggarai and other regions.

4.2. Discussion

The preservation of local culture has become increasingly important in the face of the overwhelming tide of globalization, which threatens the sustainability of cultural heritage. One way to ensure this sustainability is by implementing strategic management that not only focuses on conservation but also on community empowerment and the integration of culture into social and economic life. In this context, the *Tiba Meka* Ritual, a guest reception tradition practiced by the Manggarai people in East Nusa Tenggara, serves as an important example of how strategic management can play a role in preserving local culture.

The *Tiba Meka* Ritual is not merely a customary tradition filled with symbolism; it also holds deep social value. Several stages of this ritual, such as the offering of *cepa* (palm wine) and the use of a white rooster, represent respect for the guest and strengthen social bonds among community members. This ritual embodies noble values such as hospitality, togetherness, and honor. However, with the changing times, the *Tiba Meka* Ritual faces significant challenges, particularly due to shifts in societal lifestyles influenced by modernization and globalization. One of the major issues is the diminishing involvement of the younger generation in practicing this tradition.

To address these challenges, it is crucial for the Manggarai community to apply structured strategic management in preserving the *Tiba Meka* Ritual. One strategy that can be employed is integrating the cultural values within the ritual into the education sector. Education based on local wisdom has great potential in sustaining culture by teaching values such as hospitality, responsibility, and care to the younger generation. These values can serve as a foundation for character development, not only in an academic context but also in their daily social lives. Teaching about local culture through the educational curriculum will introduce the younger generation to the importance of preserving traditions, as well as providing them with a deeper understanding of the cultural significance embedded in the *Tiba Meka* Ritual.

However, integrating local culture into education is not always easy. A primary challenge is the lack of human resources who fully understand and appreciate local culture. Therefore, specialized training for educators is necessary to teach these values in an engaging and relevant manner. With proper training, education based on local wisdom can enrich the learning process and increase cultural awareness among students.

In addition to the education sector, the tourism sector can also play a significant role in supporting the preservation of the *Tiba Meka* Ritual. By utilizing the *Tiba Meka* Ritual as a cultural tourist attraction, the Manggarai community can introduce this tradition to a wider audience. Cultural tourism can have a positive impact on the local economy while increasing appreciation for Manggarai culture. However, it is important to maintain a balance between cultural preservation and environmental sustainability in the development of the tourism sector. An eco-tourism approach, which prioritizes the preservation of nature and local culture, can provide economic benefits while safeguarding the sustainability of the *Tiba Meka* Ritual.

However, the tourism sector also presents its own challenges. One of these is the risk of excessive cultural commercialization. If not managed carefully, tourism could alter the meaning and essence of traditions that are

used as tourist attractions. Therefore, the application of strategic management in culture-based tourism is crucial to ensure that the management of tourist destinations continues to respect and preserve the cultural values embedded in the *Tiba Meka* Ritual. Salazar et al. (2021) advocates for a community-based cultural tourism approach that positions local communities as the primary actors in all aspects of cultural tourism management. Active community participation, from planning to implementation, is key to ensuring that tourism truly becomes a tool for cultural preservation rather than exploitation. In this regard, strategic management that aligns with local values and empowers communities is essential for ensuring the sustainable preservation of culture through tourism.

Moreover, the use of digital technology can assist in documenting and promoting the *Tiba Meka* Ritual to a broader audience. By utilizing social media and digital platforms, the Manggarai community can share their traditions with the world and document every stage of the *Tiba Meka* Ritual for preservation purposes. Digital technology allows communities to share stories, symbolism, and meanings embedded in the ritual with the younger generation, who are increasingly exposed to the digital world. This also opens opportunities to bring this tradition closer to an international audience, which in turn can raise awareness of the importance of preserving local cultural heritage.

However, there are challenges in digitizing culture, particularly in ensuring that the cultural meaning contained in the ritual is not lost in the process of digitization. Therefore, it is important to maintain curation and authenticity in the materials shared digitally. Technology must be used carefully to continue respecting the profound meanings within the tradition.

It is also important to build collaboration among stakeholders in the preservation of the *Tiba Meka* Ritual. Effective management in preserving local culture requires the active participation of indigenous communities, governments, the private sector, and educational institutions. This collaboration will strengthen cultural preservation efforts by designing more holistic and sustainable policies. Additionally, the collaboration between the private sector and government in developing sustainable culture-based tourism can help create economic opportunities beneficial to the community without sacrificing the preservation of tradition. In practice, this collaboration must be built on trust, equal roles, and a shared understanding of the cultural values to be preserved. Strategic management applied in this context must serve as a bridge between the preservation of cultural values and the dynamics of local socio-economic development.

Strategic management, with a structured and sustainable approach, provides a clear framework for addressing the challenges in cultural preservation. By integrating the education, tourism, and digital technology sectors, as well as strengthening collaboration among stakeholders, the *Tiba Meka* Ritual can be preserved and remain relevant for future generations. Through these measures, the Manggarai community can maintain and develop their tradition, ensuring that the *Tiba Meka* Ritual not only survives but also evolves with the changing times without losing the cultural meaning embedded within it.

The application of appropriate strategic management can offer solutions to the challenges of preserving local culture, particularly in the context of the *Tiba Meka* Ritual. Through an organized and structured approach, local cultural preservation can be carried out in a more effective and sustainable manner. By integrating cultural values into education, developing a local wisdom-based tourism sector, and utilizing digital technology, the *Tiba Meka* Ritual can be maintained as a living and relevant part of cultural heritage for the future.

5. CONCLUSIONS AND SUGGESTIONS

This study has discussed how the application of strategic management can strengthen the preservation of local culture, with a focus on the *Tiba Meka* Ritual in Manggarai, East Nusa Tenggara. The *Tiba Meka* Ritual is a tradition with profound cultural value but faces significant challenges due to globalization and social change. To ensure its sustainability, strategic management becomes key in designing structured policies and steps, both in social, educational, and tourism contexts.

Strategic management can help integrate cultural values into the education sector, making traditions a part of the curriculum to shape students' character based on local wisdom. Additionally, culture-based tourism can contribute economically to the community, as long as cultural and environmental preservation remains a priority. The use of digital technology also plays an important role in documenting and promoting the *Tiba Meka* Ritual to a broader audience.

To address the challenge of maintaining a balance between commercialization and cultural preservation in the execution of the *Tiba Meka* Ritual, tangible and targeted actions involving the participation of all stakeholders are necessary. The following set of recommendations has been developed to provide a more detailed policy direction:

As the first step, indigenous communities need to position themselves as the primary actors in maintaining the authenticity and sustainability of the *Tiba Meka* Ritual. One suggested effort is the formation of a *Tiba Meka* Preservation Committee at the community level, which will be responsible for systematically documenting each stage of the ritual, organizing event schedules, and ensuring the integrity of the sacred elements within it. Additionally, cultural regeneration among the younger generation should be enhanced through regular training programs, the organization of culture festivals based on youth involvement, and the development of customary

codes of ethics that explicitly regulate the boundaries of commercialization to prevent the reduction of the cultural meaning of the ritual.

Next, the involvement of local governments becomes crucial in strengthening the preservation of the *Tiba Meka* Ritual through affirmative policies, such as the allocation of annual funding for cultural documentation, community-based training, and the establishment of a Manggarai Cultural Information Center. Efforts to integrate the values of the *Tiba Meka* Ritual into local content curricula in schools should also be encouraged to instill an appreciation for culture from an early age. Equally important is the formulation of a Regional Regulation (Perda) specifically addressing the Protection of Manggarai's Traditional Practices, which would serve as a legal foundation to prevent excessive exploitation or commercialization of this tradition.

On the other hand, the private sector, particularly the tourism and media industries, is encouraged to establish active partnerships with indigenous communities through fair and sustainable profit-sharing schemes. The development of culture-based educational tourism packages should be initiated so that tourists are not merely spectators but also gain an understanding and appreciation of the noble values in each stage of the *Tiba Meka* Ritual. Furthermore, the contribution of the private sector through funding for digital documentation programs, documentary film production, and promotion on various digital platforms plays a crucial role in maintaining the cultural sustainability of this ritual.

Moreover, educational institutions and non-governmental organizations (NGOs) working in the field of culture are expected to strengthen the academic foundation for cultural preservation. The establishment of local cultural study centers tasked with research, documentation, and publication related to the *Tiba Meka* Ritual is vital. Programs such as cultural exchange and creative competitions based on local values, such as storytelling contests or short film productions about the *Tiba Meka* Ritual, can also expand the involvement of younger generations in preserving traditions.

Finally, the mass media, both local and national, plays a strategic role in increasing cultural literacy among the broader public. Through continuous coverage of the profound meanings of the *Tiba Meka* Ritual, the media can promote collective awareness about the importance of preserving cultural heritage as an essential part of national identity.

With the implementation of these concrete steps, the preservation of the *Tiba Meka* Ritual is expected to move beyond discourse and transform into a tangible movement integrated into various aspects of Manggarai society, including social, economic, and cultural dimensions. The key to the success of this effort lies in a collaborative approach based on community empowerment in the face of modernization dynamics.

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