Developing marketing strategies to increase customer satisfaction

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ARTICLE INFORMATION   **ABSTRACT**

Designing a marketing strategy is creating a business plan for a company to reach potential consumers and convert them into customers of the company's products or services. The main objective of the marketing strategy itself is to achieve and communicate a sustainable competitive advantage over competing companies by understanding the needs and wants of customers and increasing service quality. This study aims to conduct an analysis and develop marketing strategies. Qualitative analysis were used in this study using servqual and strength, weakness, opportunity, treats analysis. The servqual analysis is used to measure the level of customer satisfaction, and the strength, weakness, opportunity, treats analysis is used to formulate a marketing strategy. The study's results obtained through the servqual analysis showed seven differences in negative gap values. However, two positive gap values were found in perceived importance and expectation. The strength, weakness, opportunity, treats analysis results carried out the strength-threats strategy, which includes plans to improve the characteristics of tourist objects, innovate new rides, etc.

1. Introduction

In the era of globalization, tourism has become a trend in modern human life because this human activity has a broad dimension not only for fun but also to enjoy travel, generating many economic, artistic and cultural activities (Herdiana & Gunawan, 2022). Companies engaged in services such as tourist attractions must provide the best service. The goal of excellent service quality is based on the service provider's perspective and the understanding of service users. Service user's perception of service quality is a comprehensive service assessment (Dewi, 2019). Service providers should know customers' different factors to rate their products or services (Tani et al., 2021). Therefore, the company must provide

satisfaction to its customers, namely the creation of quality services following the wants and needs of consumers.

There are already many regions in Indonesia that have exciting tourist attractions, one of which is the Kabupaten Mojokerto area. Tourism in Kabupaten Mojokerto is dominated by service sectors such as nature tourism and swimming pools such as Parimas Resto and Waterpark. Parimas Resto and Waterpark offer water tourism, culinary tours, children's playgrounds, camping areas and family yard areas. The entrance ticket price at Parimas Resto and Waterpark on weekdays is Rp 20.000,00, and on holidays or national holidays is Rp 25.000,00. The entrance ticket price includes all rides in Parimas Resto and Waterpark.

Due to the many competitors of bath-themed attractions in Kabupaten Mojokerto, business owners must pay attention to visitor satisfaction and what marketing strategies can attract visitors. Parimas Resto and Waterpark use social media such as Facebook, Instagram, and TikTok, as well as other promotional media such as banners or posters and news media. Parimas Resto and Waterpark is a leading tourist attraction. From the total number of visitors from December 2022 – March 2023, the number of visitors has a downward trend. This can be seen from the following Table 1.

Table 1. Number of Visitors to Parimas Resto and Waterpark

Number	Month, Year	Number of Visitors
1	December 2022	2853
2	January 2023	1540
3	February 2023	886
4	March 2023	467

Source: Primary Data Processed (2023)

In that period, ticket sales were found to have decreased due to the emergence of new competitors in Kabupaten Mojokerto and the many new faces of Kabupaten Mojokerto tourist attractions. Therefore, this study aims to analyze visitor satisfaction to be a reference in designing marketing strategies that management must consider to overcome indications or factors suspected of causing the decline in Parimas Resto and Waterpark ticket sales.

This research uses the Servqual and Strength, Weakness, Opportunities, Threats (SWOT) analysis. Service quality has been described with the help of five quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Zygiaris et al., 2022). The Servqual analysis determines the extent of the difference in reality and expectations of the services received or felt by visitors. SWOT analysis is helpful to decision makers to provide practical strategies, policies, and improvements by examining their conditions, internal and external environment and the company's unique characteristics (Taherdoost & Madanchian, 2021). Both researchers and practitioners have used SWOT analysis as a strategic planning technique to examine the position of organizations and develop their strategies accordingly (Benzaghta et al., 2021).

Related previous research used to support the method used in this study is a journal on service quality analysis using the Servqual and SWOT analysis (Sibua et al., 2023). This study analyses the quality of service offered to the D'aloha Resort guests. The result of the study is that the observation value of the five dimensions of Servqual service quality is 4.61, and the expectation value is 4.32 with a positive gap value (0.28), so it is considered good because it is balanced with consumer or guest expectations. SWOT offers strategies: price maintenance, promotion, advertising, brochures and social media. From the results of these calculations, it can be seen that the location of D'aloha Resort is located in quadrant SWOT or IV-IV: Despite

facing various threats, the company still has internal strength. The strategy is to use power to take advantage of long-term opportunities through a diversification strategy.

2. Literature Review

2.1. Customer Satisfaction

In this study, customers are defined as people who visit tourist destinations or who can be called tourists. Based on this understanding, all tourists are called tourists; visitors have a more precise meaning than consumers. Over the decades, customer satisfaction has been a critical construct to predict consumer behaviour (Matthews & Mokoena, 2020). Customer satisfaction influences customer loyalty, and a loyal customer is a constant source of revenue. Moreover, satisfied customers do not focus on replacement products found on the market (Pula, 2022).

According to Syahputra & Wibowo (2019), visitor satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the perception of a product's performance (results) with its expectations. Companies should regularly measure visitor satisfaction because the key to visitor retention is the satisfaction of its visitors. High visitor satisfaction makes customers stay longer, buy new or existing products, talk about the company and its consequences, are not interested in competitors' products, are less sensitive to prices, offer product ideas. and services, as well as lower costs compared to serving new customers because transactions are carried out regularly (Sari et al., 2018).

2.2. Service Quality

Service quality is acknowledged as an essential component of an organization's effort to gain a competitive advantage (Peitzika et al., 2020). Service quality differs between the consumer's normative service expectation and the service outcome experience. Quality is when the service, process, and the service and organization can satisfy the consumer's needs (Bhadauriya, 2022). Service quality has been conceptualized as a function of consumer expectations towards the service situation and process (Ofosu-Boateng & Acquaye, 2020).

Service quality is a matter of customer perception (Koner et al., 2022). This study used multiple regression analysis to examine the relationship between service quality variables and customer satisfaction. The results show that all questions related to service quality are good predictors of customer satisfaction. Thus, identifying and satisfying customer needs can improve online services because what is offered distinguishes the company's services from competitors (Suciptawati et al., 2019). According to Syumantra & Aslami (2022), the main dimensions used to measure service quality are arranged based on relative importance as follows:

1. Tangibles. The first concrete factor of service quality is the most important because service cannot be seen, smelled, or touched, so the definite aspect becomes crucial as a measure of service.
2. Reliability. Reliability is a factor that affects customer satisfaction with service. Reliability relates to how businesses handle their issues and keep track of their clients effectively and precisely (Sikder et al., 2021).
3. Assurance. This dimension includes four sides. The first factor is friendliness, The second factor is skill.
4. Responsiveness. It encompasses questions about willingness to help service users promptly and efficiently (Sharifi et al., 2021).
5. Empathy. Empathy is a quality that gives genuine personal or individual attention to the client by seeking to understand his desires.

3. Research Method
3.1. Population and Sampling Method
The population in this study is visitors at Parimas Resto and Waterpark, where the number is unknown or infinite. In determining a large enough sample, the method of determining the model using the Bernoulli formula is used.

$$n \geq \frac{(1.96)^2(0.5)(0.5)}{(0.1)^2}$$
$$n \geq 96.04 \approx 97$$

Based on calculations using Bernoulli's formula, the number of samples is 96.04 and rounded to 97. So, the sample representing the population is as many as 97 respondents.

3.2. Data Collection Method
Data is collected by distributing questionnaires directly to Parimas Resto and Waterpark visitors who have visited at least once. The independent variable of this research is service quality, which includes Servqual dimensions, and the dependent variable is the level of visitor satisfaction and the marketing strategy prepared.

3.3. Data Analysis Method
The analysis method carried out is to collect data according to the criteria applied in the questionnaire, namely data on the level of consumer perceptions and the level of consumer expectations. The calculation process is carried out using the Servqual analysis to get the optimal solution. After that, plan a marketing strategy using the SWOT analysis. The last is to conclude the research, namely knowing the factors that affect visitor satisfaction and providing suggestions for improvement according to the characteristics weaker than consumer expectations, as well as advising on marketing strategies.

3.3.1. Servqual
Service quality can be seen as the discrepancy between consumer's perceptions of services offered by a particular firm and their expectations about firms providing such services (Pradeep et al., 2020). The servqual method is designed to help administrators analyze the root cause of service quality issues and find ways to improve service quality. The Servqual model is based on service attributes' performance that meet each service attribute's standards. Fluctuations in service quality have a significant impact on customer satisfaction (Tjandra et al., 2023).

The servqual analysis (service quality) model analyzes the gap between two main variables: expected service and perceived service. The authors of the method assumed the existence of gaps (discrepancies) between the levels of service provided and the service expected (Jonkisz et al., 2021). The servqual score for each sentence pair can be calculated using the following formula:

Servqual Score = Perception Score – Expectation Score

3.3.2. Strength, Weakness, Opportunity, Treats

Strength, Weakness, Opportunity, Treats (SWOT) analysis originates in the work of business policy academics at Harvard Business School from the 1960's. Its use is dated, for the first time, by Kenneth Andrews, who explained the strategic adaptation between the company's resources and capacity and the external environment (Lima et al., 2021). SWOT analysis is a tool that can be useful in the business world. This SWOT analysis method is a reasonably good, efficient and effective analysis and a fast and accurate tool to find and identify opportunities related to innovations in the business world (Devi et al., 2022). SWOT analysis can be used as a suitable instrument in strategic planning. This rigour is reflected in the ability of corporate decision-makers to maximize the role of strengths and seize opportunities, which also serves as a means to minimize existing company weaknesses and suppress external threats (Poniwatie et al., 2022). SWOT analysis provides a clear structure for gathering information from various sources and an overview. Internal factors (i.e. strengths and weaknesses) and external factors (i.e. threats and opportunities) may influence the integration of new technologies into education (Farrokhnia et al., 2023). Here is the SWOT Matrix, which includes four strategies according to Bili (2022):

1. Strength-Opportunity (SO) strategy aims to minimize the company's weaknesses and capture opportunities that lie beyond.
2. Weakness-Opportunity (WO) strategy minimises the company's weaknesses by taking advantage of existing opportunities.
3. Strength-Threat (ST) strategy aims to help companies avoid external threats by maximizing internal strength.
4. Weakness-Threat (WT) strategy aims to reduce internal weaknesses and avoid external threats.

4. Results and Discussion
4.1. Servqual Attribute Determination

The following are the service quality attributes used during research on visitors to Parimas Resto and Waterpark.

Table 2. Service Quality Attributes

Dimension	Number	Attribute
Tangibles	A1	Waiting facilities can accommodate visitor capacity
	A2	Neatness of food tenant location arrangement
	A3	The pool is clean and has clear water
	A4	Each tenant serves many kinds of menus
	A5	Boba drinks from tenant gokz have a sweet and legit taste
	A6	Packaged beverage products such as hydro coco do not attract the attention of buyers
	A7	Depth markings were available in each swimming pool
	A8	The toilet is always clean
	A9	Cleanliness and comfort in the dining area
Reliability	B1	Affordable entrance fee
	B2	There is a unique disability pathway
	B3	The availability of slides with a length of 35 m and a height of 7 m has a spiral-shaped model
	B4	There is a monthly ticket purchase promo for visitors
	B5	The scenery in the tourist attraction is beautiful, directly facing the mountains.

Dimension	Number	Attribute
Assurance	C1	Employees are polite to visitors
	C2	Availability of a lifeguard for the safety of visitors in the pool
	C3	The quality of each tenant's foodstuffs always comes first
	C4	Opening nine hours are convenient times
	C5	Compatibility between food/beverages served with pictures
Responsiveness	D1	Patience and diligence of employees in serving visitors
	D2	Employees serve food/drinks shortly after the order
	D3	When customers need help, employees have free time to help
Empathy	E1	Employees are friendly in conveying information
	E2	Neatness of tourist attraction employees in dressing
	E3	Attraction employees respect visitors

Source: Primary Data Processed (2023)

Table 2 shows indicators for measuring service quality using the Servqual method. There are 25 indicators grouped into five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The internal SWOT analysis will include this indicator that later has a negative perception and expectation gap.

4.2. Perceptual Validity Test

Testing the validity of all survey results (perceptions and expectations) was conducted using SPSS 22 software with 100 respondents, so df = 100-2 = 98, α = 5% or 0.05, so the r-table is 0.1966 = 0.197. Data criteria can be valid if r-count ≥ r-table. The following is Table 3, showing the results of the perceptual validity test.

Table 3. Perceptual Validity Test Results

Number	Attribute	R-Count	R-Table	Conclusion
1	A1	0.582	0.197	Valid
2	A2	0.363	0.197	Valid
3	A3	0.615	0.197	Valid
4	A4	0.479	0.197	Valid
5	A5	0.453	0.197	Valid
7	A7	0.529	0.197	Valid
8	A8	0.536	0.197	Valid
9	A9	0.571	0.197	Valid
10	B1	0.652	0.197	Valid
11	B2	0.639	0.197	Valid
12	B3	0.524	0.197	Valid
13	B4	0.583	0.197	Valid
14	B5	0.327	0.197	Valid
15	C1	0.401	0.197	Valid
16	C2	0.493	0.197	Valid
17	C3	0.503	0.197	Valid
18	C4	0.421	0.197	Valid
19	C5	0.530	0.197	Valid
20	D1	0.406	0.197	Valid
21	D2	0.419	0.197	Valid
22	D3	0.463	0.197	Valid
23	E1	0.584	0.197	Valid
24	E2	0.455	0.197	Valid
25	E3	0.406	0.197	Valid

Source: Primary Data Processed (2023)

To find out r-table, namely with df = 100-2 = 98 at 5% or 0.05 significance. The r-table value obtained is 0.1966 = 0.197. If the r-count value is greater than or equal to 0.197, then the data can be valid, but if the r-count value is smaller than 0.197, then the data is said to be invalid.

4.3. Expectations Validity Test

Testing the validity of all survey results (perceptions and expectations) was conducted using SPSS 22 software with 100 respondents, so df = 100-2 = 98, α = 5% or 0.05, so the r-table is 0.1966 = 0.197. Data criteria can be valid if r-count $\geq$ r-table. The following is Table 4, showing the results of the expected validity test.

Table 4. Expected Validity Test Results

Number	Attribute	R-Count	R-Table	Conclusion
1	A1	0.405	0.197	Valid
2	A2	0.449	0.197	Valid
3	A3	0.332	0.197	Valid
4	A4	0.444	0.197	Valid
5	A5	0.292	0.197	Valid
6	A6	0.360	0.197	Valid
7	A7	0.471	0.197	Valid
8	A8	0.202	0.197	Valid
9	A9	0.320	0.197	Valid
10	B1	0.519	0.197	Valid
11	B2	0.469	0.197	Valid
12	B3	0.521	0.197	Valid
13	B4	0.537	0.197	Valid
14	B5	0.578	0.197	Valid
15	C1	0.743	0.197	Valid
16	C2	0.532	0.197	Valid
17	C3	0.601	0.197	Valid
18	C4	0.608	0.197	Valid
19	C5	0.659	0.197	Valid
20	D1	0.405	0.197	Valid
21	D2	0.389	0.197	Valid
22	D3	0.453	0.197	Valid
23	E1	0.287	0.197	Valid
24	E2	0.426	0.197	Valid
25	E3	0.425	0.197	Valid

Source: Primary Data Processed (2023)

To find out r-table, namely with df = 100-2 = 98 at 5% or 0.05 significance. The r-table value obtained is 0.1966 = 0.197. If the r-count value is greater than or equal to 0.197, then the data can be valid, but if the r-count value is smaller than 0.197, then the data is said to be invalid.

4.4. The Reliability Test of Perception and Expectation

A good reliability value is one, and the smallest value is 0. The higher the value, the more reliable the attributes. The calculation should be checked during the questionnaire preparation if it is unreliable. Data criteria can be declared unreliable if r-count $\geq$ r-table. The reliability test processing results in Table 5 provide an overview of observations, expectations, functions and failures.

Table 5. The Reliability Test of Perceptions and Expectations

Number	Attribute	R-Count	R-Table	Conclusion
1.	Perception	0.870	0.197	Reliable
2.	Expectation	0.849	0.197	Reliable

Source: Primary Data Processed (2023)

After testing the reliability of respondents' perceptions and expectations, the results of r-count ≥ r-table, respondents' perceptions of 0.870 ≥ 0.197 and respondents' expectations of 0.849 ≥ 0.197, the data can be said to be reliable.

4.5. Average Value of Perception

Table 6. Results of The Average Value of Perception

Number	Attribute	Average
1.	Waiting facilities can accommodate visitor capacity	2.83
2.	Neatness of food tenant location arrangement	4.54
3.	The pool is clean and has clear water	2.60
4.	Each tenant serves many kinds of menus	4.31
5.	Boba drinks from tenant gokz have a sweet and legit taste	4.22
6.	Packaged beverage products such as hydro coco do not attract the attention of buyers	2.98
7.	Depth markings are available in each swimming pool	4.31
8.	The toilet is always clean	4.25
9.	Cleanliness and comfort in the dining area	2.44
10.	Affordable entrance fee	4.42
11.	There is a unique disability pathway	4.35
12.	The availability of slides with a length of 35 m and a height of 7 m has a spiral-shaped model	4.30
13.	There is a monthly ticket purchase promo for visitors	4.45
14.	The scenery in the tourist attraction is beautiful, directly facing the mountains	4.61
15.	Employees are polite to visitors	4.43
16.	Availability of a lifeguard for the safety of visitors in the pool	4.53
17.	The quality of each tenant's foodstuffs always comes first	4.19
18.	Opening nine hours are convenient times	4.07
19.	Compatibility between food or drinks served with pictures	4.28
20.	Patience and diligence of employees in serving visitors	3.04
21.	Employees serve food or drinks shortly after the order	4.23
22.	When customers need help, employees have free time to help	4.33
23.	Employees are friendly in conveying information	2.93
24.	Neatness of tourist attraction employees in dressing	2.96
25.	Attraction employees respect visitors	4.21

Source: Primary Data Processed (2023)

Calculating the average value of perception aims to determine the average value of perceptual attributes shown in Table 6. Average perception of attribute A1 = Σ Xn/N = (5+4+3+...3)/97 = 274/97 = 2.83. Description: Xn = Perception Level Scale; N = Number of Respondents.

4.6. Average Score of Expectations

Table 7. Results Expected Average Value

Number	Attribute	Average
1.	Waiting facilities are able to accommodate visitor capacity	4.03
2.	Neatness of food tenant location arrangement	3.47
3.	The pool is clean and has clear water	3.99
4.	Each tenant serves many kinds of menus	3.20
5.	Boba drinks from tenant gokz have a sweet and legit taste	3.35
6.	Packaged beverage products such as hydro coco do not attract the attention of buyers	4.04
7.	Depth markings are available in each swimming pool	3.33
8.	The toilet is always clean	3.22
9.	Cleanliness and comfort in the dining area	4.02
10.	Affordable entrance fee	3.37
11.	There is a unique disability pathway	3.33
12.	The availability of slides with a length of 35 m and a height of 7 m has a spiral-shaped model	3.38
13.	There is a monthly ticket purchase promo for visitors	3.28
14.	The scenery in the tourist attraction is beautiful, directly facing the mountains	3.35
15.	Employees are polite to visitors	2.98
16.	Availability of a lifeguard for the safety of visitors in the pool	3.24
17.	The quality of each tenant's foodstuffs always comes first	3.53
18.	Opening nine hours are convenient times	3.35
19.	Compatibility between food/drinks served with pictures	3.45
20.	Patience and diligence of employees in serving visitors	4.16
21.	Employees serve food or drinks shortly after the order	3.52
22.	When customers need help, employees have free time to help	3.77
23.	Employees are friendly in conveying information	3.99
24.	Neatness of tourist attraction employees in dressing	3.94
25.	Attraction employees respect visitors	3.89

Source: Primary Data Processed (2023)

Table 7 shows the calculation of the average value of expectations. Average expectation of attribute A1 = Σ Xn/N = (4+5+4+...3)/97 = 390/97 = 4.03. Description: Xn = Expectation Level Scale; N = Number of Respondents.

4.7. Attribute Values After Sorting

From the gap calculation value, a ranking will be carried out on each attribute to find out which attributes need improvement. Table 8 is the service quality (gap) value of each attribute after it is sorted.

Table 8. Results Expected Average Value

Number	Attribute	Gap	Rank
1	Cleanliness and comfort in the dining area (A9)	-1.58	1
2	The pool is clean and has clear water (A3)	-1.39	2
3	Waiting facilities can accommodate the capacity of visitors (A1)	-1.20	3
4	Patience and diligence of employees in serving visitors (D1)	-1.12	4
5	Packaged beverage products such as hydro coco do not attract the attention of buyers (A6)	-1.06	5
6	Employees are friendly in conveying information (E1)	-1.06	6
7	Neatness of attraction employees in dressing (E2)	-0.98	7
8	Attraction employees respect visitors (E3)	0.32	8

Number	Attribute	Gap	Rank
9	When customers need help, employees have free time to help (D3)	0.56	9
10	Compatibility between food or drinks served with pictures (C3)	0.66	10
11	Opening nine hours are convenient times (C4)	0.72	11
12	Employees serve food or drinks shortly after the order (D2)	0.72	12
13	Compatibility between food or drinks served with pictures (C5)	0.83	13
14	Boba drinks from tenant gokz have a sweet and legit taste (A5)	0.87	14
15	The availability of slides with a length of 35 m and a height of 7 m has a spiral-shaped model (B3)	0.92	15
16	Depth markings were available in each swimming pool (A7)	0.98	16
17	There is a special disability pathway (B2)	1.02	17
18	The toilet is always clean (A8)	1.03	18
19	Affordable entrance fee (B1)	1.05	19
20	Neatness of food tenant location arrangement (A2)	1.07	20
21	Each tenant serves many kinds of menus (A4)	1.11	21
22	There is a monthly ticket purchase promo for visitors (B4)	1.17	22
23	There is a beautiful view of the attraction, directly facing the mountains (B5)	1.26	23
24	Availability of a lifeguard for the safety of visitors in the pool (C2)	1.29	24
25	Employees are polite to visitors (C1)	1.45	25

Source: Primary Data Processed (2023)

From the table above, the gap value can be calculated using the following formula:
Q (per attribute)   = P - E
$$= 2.83 – 4.03 = -1.20$$
The top priority is improving ranks 1 to 7, which is harmful, and ranks 8 to 25 have a positive value; the attributes in the rank are not a top priority for improvement and increase in visitor satisfaction.

4.8. IFAS Weighted Value

From the results of the SWOT questionnaire shown in Table 9, the weight of each internal factor variable is obtained by calculating the weight of each variable. The weight is obtained from the results of the SWOT questionnaire distributed to customers. The weight must be 1 for the internal strategy factor matrix, and the ranking can be rounded if sales are not integers. Then, the total obtained from the weight is multiplied by the rating.

Table 9. IFAS (Internal Strategic Factor Analysis Summary)

Number	Key Internal Factors	Weight	Rating	*Value*
	Strength			
1	Neatness of tenant location arrangement	0.0464	5	0.2321
2	There are many kinds of menus in each tenant	0.0441	4	0.1764
3	Boba drink has a sweet taste	0.0431	4	0.1726
4	Availability of depth markings in the pool	0.0441	4	0.1764
5	Clean toilets	0.0434	4	0.1738
6	Affordable entrance fee	0.0451	4	0.1806
7	Disability-only pathway	0.0444	4	0.1776
8	Slides	0.0439	4	0.1759
9	Ticket purchase promo	0.0454	4	0.1818
10	Beautiful tourist attraction view	0.0471	5	0.2358

Number	Key Internal Factors	Weight	Rating	Value
	Strength			
11	Courteous employees	0.0452	4	0.1810
12	Availability of a swimming pool guard	0.0463	5	0.2315
13	The quality of groceries always comes first	0.0428	4	0.1713
14	Open hours	0.0415	4	0.1662
15	Food suitability	0.0437	4	0.1751
16	Meals are served after the order	0.0432	4	0.1730
17	When customers need help, employees help	0.0443	4	0.1772
18	Employees respect visitors	0.0430	4	0.1721
	Total	**0.7978**		**3.3312**
Number	Key Internal Factors	Weight	Rating	Value
	Weakness			
1	Waiting facilities accommodate visitors	0.0289	3	0.0867
2	Clean pool and clear water	0.0265	3	0.0797
3	Packaged beverage products are less attractive to buyers	0.0304	3	0.0914
4	Cleanliness, comfort in the place to eat	0.0249	2	0.0498
5	Employee patience and diligence	0.0310	3	0.0930
6	Friendly employees	0.0299	3	0.0898
7	Neatness of employees in wearing	0.0302	3	0.0908
	Total	**0.2021**		**0.5815**
	TOTAL	**1**		**2.7497**

Source: Primary Data Processed (2023)

4.9. EFAS Weighted Value

From the questionnaire results shown in Table 10, the weight of each external factor variable is obtained by calculating the weight of each variable. The weight was obtained from the results of a SWOT questionnaire the Manager of Parimas Resto & Waterpark filled out. The weight must be 1 for the external strategy factor matrix and ranking. If the number is not an integer, then it can be rounded. Then, the total obtained from the weight multiplied by the rating.

Table 10. EFAS (External Strategic Factor Analysis Summary)

Number	Key External Factors	Weight	Rating	Value
	Opportunity			
1	The location of the tourist attraction is very strategic near the highway	0.0851	4	0.3404
2	A growing and desirable tourism sector	0.0638	3	0.1914
3	Establish cooperation with the population office	0.0638	3	0.1914
4	The opening of job opportunities for the surrounding community	0.0851	4	0.3404
5	Social media marketing is often done	0.1063	5	0.5319
6	Visitor interest in the promo provided	0.0638	3	0.1914
	Total	**0.4680**		**1.7872**
Number	Key External Factors	Weight	Rating	Value
	Threat			
1	There are many bath-themed attractions in Kabupaten Mojokerto	0.1063	5	0.5319
2	There are swimming pool competitors with more affordable entrance ticket prices	0.0638	4	0.1914

3	There are no superior products sold at tourist attractions	0.0425	2	0.0851
4	The attraction is quiet on weekdays	0.0851	4	0.3404
5	Changes in people's lifestyles are following the trend	0.0851	4	0.3404
6	There are many other more innovative tourist businesses	0.0851	4	0.3404
7	Competitor marketing is more intense	0.0638	3	0.1914
	Total	**0.5319**		**2.0212**
	TOTAL	**1**		**3.8085**

Source: Primary Data Processed (2023)

4.10. SWOT Quadrant Position

Companies use the SWOT quadrant to determine where the company is based on the SWOT analysis. SWOT is used to determine the right alternative marketing strategy for Parimas Resto and Waterpark attractions based on the approach of internal factors and external factors. From Table 9 and Table 10, then calculated to determine the company's position in what quadrant, the calculation can be seen in Figure 1 as follows.

X-axis = 3.3312 - 0.5815 = 2.7497
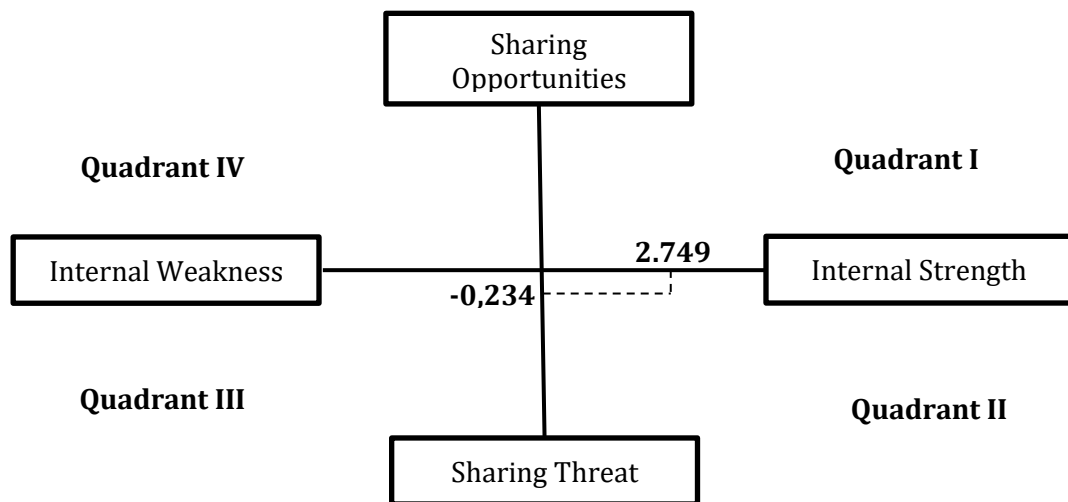**Y-axis = 1.7872 - 2.0212 = -0.2340**

Figure 1. SWOT Quadrant Position

From the calculation results and the diagram above, it can be seen that the position of Parimas and Water Park in the SWOT quadrant is located in quadrant II. Despite the threat, this tourist attraction still has strength. The strategy to be determined is to use the power to take advantage of long-term opportunities through a diversification strategy (product or market). Once the quadrant has been known, it is in quadrant II by having a strategy that maximizes strength and is aware of threats. Then the SWOT matrix of the strategy can be seen in the following Table 12.

Table 12. SWOT Matrix

	Strength	Weakness
	- Neatness of tenant locations - There are many kinds of menus in each tenant - Boba drink has a sweet and legit taste - Depth markings in each pool - The toilet is always clean - Affordable admission - There is a unique disability path - Slide ride 35m long and 7m high - There is a ticket promo	- Waiting facilities accommodate visitors - Clean swimming pool and clear water - Packaged beverage products are less desirable - Cleanliness, comfort in places to eat - Patience and patience of employees - Friendly employees - Neatness of employees in dressing
Opportunities - Location of strategic attractions near the highway - The tourism sector is growing - Establish cooperation with the population office - Job opportunities for the surrounding community - Social media marketing - Visitor interest in the promo	**Strength and Opportunities** - Organizing various promos every month. - It is adding facilities and infrastructure that support the development of tourist attractions. - Cooperate with influencers on social media to promote the culinary in this tourist attraction. - Improve the taste of food/drinks in each tenant.	**Weakness and Opportunities** - They are expanding the waiting area and providing more seats for visitors. - Make Smile, Greeting, and Salutation a habit for employees. - We are adding cleaning staff to increase the sense of comfort for visitors.
Threats - Many bath-themed attractions - There are swimming pool competitors with cheaper ticket prices - No excellent products have been sold yet - Attractions are empty of visitors on weekdays - Changes in people's lifestyles are more following trends. - Many other more innovative tourist businesses. - Competitor marketing is more intense.	**Strength and Threat** - Innovate the culinary in the tourist attraction so that it can be a characteristic that distinguishes it from other tourist attractions. - Doing more advertising and emphasizing unique characteristics such as beautiful tourist attraction views - Not raising prices during the high season - Establish cooperation by holding promos for schools that come on weekdays - Make innovations to the rides in tourist attractions - Highlighting a food-beverage menu that is more in line with trends in society - Maintaining service so that visitors are not reluctant to return to the tourist attraction	**Weakness and Threat** - Maintain the cleanliness of the swimming pool and always maintain the naturalness of the water source used so that it becomes the superiority of the tourist attraction. - They were making their innovations to make Pacet's speciality products, namely milk and strawberries, into packaged drinks that are easy to drink at any time. - Considering good human resources to hire - Train employees to be more up-to-date with what is happening around them.

Source: Primary Data Processed (2023)

5. Conclusion and Suggestion

5.1. Conclusion

Based on the results of the analysis and discussion of visitor satisfaction with Parimas Resto and Waterpark tourist destinations, the following conclusions can be drawn:

1. From the value of the gap, calculation is done ranking attributes that have a negative gap value as follows: Cleanliness and comfort in the dining area (A9) has a gap of -1.58; The swimming pool is clean and has clear water (A3) has a gap of -1.39; Waiting facilities can accommodate the capacity of visitors (A1) has a gap of -1.20; Patience and diligence of employees in serving visitors (D1) have a gap of -1.12; Packaged beverage products such as hydro coco are less attractive to buyers (A6) has a gap of -1.06; Friendly employees in conveying information (E1) has a gap of -1.06; The tidiness of tourist attraction employees in dress (E2) has a gap of -0.98. Ranks 8 to 15 have a positive value. The attributes at that rank are not a top priority for improvement and increasing customer satisfaction. The main priority is focused on improvements from rank 1 to rank seven because the value is negative.

2. The service quality of Parimas Resto and Waterpark is based on a perception value of 3.91 and an expectation value of 3.56, with a positive difference value of 0.34. The perceived value is greater than the expected value, so the quality of service in this tourist destination is considered good.

5.2. Suggestion

Parimas Resto and Waterpark should conduct service quality research with the servqual analysis. They should routinely conduct regular service quality surveys to improve service quality and increase visitor satisfaction. Parimas must also organize special training for all employees, especially employees who are directly responsible for serving visitors. Parimas must organize pre-employment briefings and post-employment evaluations for all employees.

Suggestions for companies to improve their performance are by innovating the culinary in the tourist attraction so that it can be a characteristic that distinguishes it from other tourist attractions, doing more advertising and emphasizing unique characteristics such as beautiful tourist attraction views, not raising prices during the high season, establish cooperation by holding promos for schools that come on weekdays, make innovations to the rides in tourist attractions, highlighting a food-beverage menu that is more in line with trends in society, maintaining service so that visitors are not reluctant to return to the tourist attraction. Further research can be suggested through data collection using other methods. This study uses questionnaires as an essential instrument, so the results highly depend on respondents' answers. This method is often invalid because no other instruments can check and control the validity of the answers of the same respondents.

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