

STRATEGIES FOR DEVELOPING THE TANJUNG PANDAN MUSEUM AND ZOO IN BELITUNG TO BOOST TOURIST ATTENDANCE

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Abstract - The Museum and Zoo Tanjung Pandan on Belitung Island, Indonesia, boast a rich history and collection, encompassing the cultural and historical heritage of the region as well as Indonesia's biodiversity. This research aims to identify the profile and development strategies for these two tourist attractions. The research methods include interviews with relevant sources, SWOT analysis, IFAS, EFAS, and the SWOT matrix. The findings indicate that the Museum and Zoo Tanjung Pandan have strengths in their attractive collections, collaborations with local MSMEs, and utilization of social media. However, there are weaknesses in the limited animal collection and infrequent changes in the collection layout. Opportunities exist in collaborations with travel agents and infrastructure development, while threats arise from public perception and competition with other destinations. The hope is that the Museum and Zoo Tanjung Pandan can enhance their appeal as unique and educational tourist destinations, thereby significantly increasing visitor numbers.

Keywords - SWOT Matrix, Tanjung Pandan Museum and Zoo, Development, Strategy, SMEs.

INTRODUCTION

Belitung Regency, located in the Bangka Belitung Province of Indonesia, has its capital in Tanjung Pandan, which serves as the governmental and economic center of Belitung Island (Caya and Rahayu, 2019). This regency is renowned for its stunning natural beauty, particularly its exotic beaches and unique granite rocks. Tanjung Pandan itself offers various interesting tourist destinations. One of the most famous is Tanjung Tinggi Beach, known for its large granite boulders scattered along its white sandy shore. These rocks create a captivating landscape and are a major attraction for tourists. Additionally, Tanjung Kelayang Beach also offers extraordinary natural beauty with its clear sea water and white sand (Caya and Rahayu, 2019). Tanjung Pandan also has other tourist destinations, such as Lengkuas Island, famous for its old lighthouse and stunning marine beauty (Olivia and Widarti, 2021). Tourists can enjoy snorkeling and diving activities to explore the underwater beauty around this island. With its breathtaking natural beauty and diverse tourist destinations, Belitung Regency, particularly Tanjung Pandan, becomes an attractive tourist destination for those seeking a unique and unforgettable vacation experience (Olivia and Widarti, 2021).

The IFAS (Internal Factor Analysis Summary) analysis focuses on the internal factors of an entity, allowing for an in-depth evaluation of strengths and weaknesses (Mutiarra, 2021). The EFAS (External Factor Analysis Summary) analysis involves identifying opportunities and threats that can affect the entity, providing a global perspective on the external environment (Kosidin and Wibowo, 2022). The SWOT (Strengths, Weaknesses, Opportunities, and Threats) method provides a deep understanding of the internal and external factors influencing an entity, thus serving as a basis for strategic evaluation (Nugroho, Suardika and W., 2021). The integration of research results on tourism destinations such as Wae Bobok Forest, Petak Enam in Glodok Jakarta, and Muaro Jambi Regency, can formulate a holistic development strategy for the Tanjung Pandan Museum and Zoo (Ridwan, 2020). Research titled "Development Strategy for Tanjung Pandan Museum and Zoo in Increasing Tourist Visits" using IFAS, EFAS, and SWOT analysis can detail effective strategic steps to optimize unique strengths, address infrastructure and promotion constraints, and leverage existing opportunities (Facrureza, 2020). By strengthening cooperation with the private sector, enhancing sustainable tourism packages, and utilizing the potential of the local community, the Tanjung Pandan Museum and Zoo can design more attractive tourism experiences. The hope is that the Tanjung Pandan Museum and Zoo can successfully face competition, adapt to changing tourism trends, and significantly increase the number of tourist visits (Dewantara, 2018).

LITERATURE REVIEW

According to Krisnadi & Dewantara (2018), tourism is an activity that involves the movement of people to other places outside their residence for the purposes of recreation, business, or education. This research highlights the importance of understanding tourism trends, which include tourists' preferences for

cultural and historical destinations. Meanwhile, Pitana & Gayatri (2019) emphasize that diversity in tourism is one of the key factors that must be considered by destination managers to attract more visitors.

The development strategy of tourist destinations becomes a crucial element in ensuring the sustainability and growth of visitor numbers. According to Riantoro & Aninam (2021), development strategies involve long-term planning that takes into account the internal and external factors of an organization or destination. In the context of museums and zoos, Djunaid (2018) highlights the importance of managing infrastructure and supporting facilities to enhance the attractiveness of the tourist destination. Research shows that destinations that actively manage their internal assets, such as collections and services, are better able to compete in a competitive environment.

The SWOT analysis approach is often used to understand the factors that influence the success of managing tourist destinations. According to Nugroho et al (2021), SWOT analysis allows organizations to evaluate their internal strengths and weaknesses, as well as external opportunities and threats. Several studies also discuss the importance of collaboration between destination managers and external parties, such as MSMEs and travel agents. According to research by Ramadhani et al (2023), this collaboration can help increase the visibility of the destination and provide significant economic impact for the local community. The use of social media and digital technology is also considered one of the effective strategies in attracting tourists, especially in the modern era where connectivity is increasingly digital.

METHODS

SWOT Analysis

According to Astuti and Ratnawati (2020), the SWOT Matrix is an analytical framework that integrates a company's internal factors with the external environmental factors. The SWOT approach (Strengths, Weaknesses, Opportunities, Threats) is used to identify the strengths, weaknesses, opportunities, and threats that can influence a company's performance and strategy. By using the SWOT approach, companies can obtain important information for strategic decision-making. Therefore, it can be concluded that the SWOT Matrix is an integrated tool that combines the internal and external factors of a company to make decisions and find strategic alternatives. The SWOT Matrix includes two types of analysis that encompass the four components of SWOT analysis: the IFAS (Internal Strategic Factor Analysis Summary) and the EFAS (External Strategic Factor Analysis Summary). Table 3.1 is a SWOT analysis.

Table 1. SWOT Analysis

| IFAS/ EFAS | Kekuatan <i>(Strength)</i> | Kelemahan <i>(Weakness)</i> |
|--|--------------------------------------|---------------------------------------|
| Peluang <i>(Opportunity)</i> | Strategi SO | Strategi WO |
| Ancaman <i>(Threats)</i> | Strategi ST | Strategi WT |

Source: (Mashuri and Nurjannah, 2020)

After analyzing the strengths, weaknesses, opportunities, and threats, the next step is to determine the strategies to support development based on the analysis results. Figure 1 is a SWOT analysis diagram.

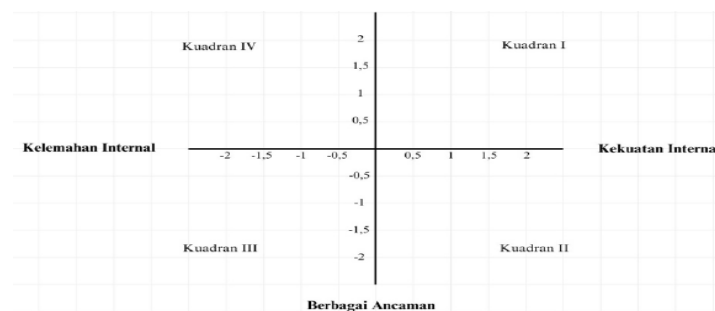


Figure 1. SWOT Analysis Diagram

Source: (Mashuri and Nurjannah, 2020)

1. Calculations for IFAS and EFAS

Internal Factor Analysis Summary (IFAS) is an important approach for evaluating an organization's internal strengths and weaknesses. The initial stage involves identifying key factors, such as human resources and technology. Weights are assigned to indicate their significance, with the total weight equaling 100% (Mashuri et al., 2020). Factors are also rated (1-5) to measure how effectively they are managed. The calculation formula for IFAS is:

$$IFAS\ Score = \sum(Weight \times Rating)$$

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$$EFAS\ Score = \sum(Weight \times Rating)$$

2. SWOT Matrix

The SWOT Matrix is a qualitative strategic analysis tool that does not involve mathematical calculations. The identification of an organization's strengths, weaknesses, opportunities, and threats is conducted by assessing internal and external factors (Mashuri and Nurjannah, 2020). Assigning weights and ratings to each factor helps prioritize the key elements. Table 2 is a SWOT Matrix.

Table 2. SWOT Matrix

| | Internal Faktor | Eksternal Faktor |
|----------------------|-------------------------|-------------------------|
| <i>Strengths</i> | Bobot: ___; Rating: ___ | Bobot: ___; Rating: ___ |
| <i>Weaknesses</i> | Bobot: ___; Rating: ___ | Bobot: ___; Rating: ___ |
| <i>Opportunities</i> | Bobot: ___; Rating: ___ | Bobot: ___; Rating: ___ |
| <i>Threats</i> | Bobot: ___; Rating: ___ | Bobot: ___; Rating: ___ |

RESULTS AND DISCUSSION

1. SWOT Analysis

Based on the data collection through observation and interviews conducted by the researcher, the SWOT analysis method was used to plan appropriate strategies for the development of the Tanjung Pandan Museum and Zoo. To support this analysis, the researcher also conducted an analysis of the internal and external factors that influence the management strategies of the Tanjung Pandan Museum and Zoo. Below are the internal and external factor analyses for the management strategy of the Tanjung Pandan Museum and Zoo.

a. Internal Factor Analysis:

1) Strengths:

- a) The only zoo on Belitung Island.
- b) Located in the city center.
- c) Diverse historical and animal collections.
- d) Occupies a large area of 20,000 m².
- e) Availability of curators, educators, and guides at the Museum and Zoo.

2) Weaknesses:

- a) Limited funding.
- b) Poorly maintained facilities and cleanliness.
- c) Lack of bus parking.
- d) Few activities available at the Museum and Zoo.
- e) Insufficient promotion through social media or direct channels.

b. External Factor Analysis:

1) Opportunities:

- a) Opportunity for collaboration with travel agents.
- b) Utilization of influencers from Belitung Island.

- c) Using the Museum and Zoo as a venue for events.
 - d) Using the Museum as an art exhibition space.
 - e) Hosting animal competitions at the Zoo.
- 2) Threats:
- a) No available public transportation.
 - b) Lack of promotion from the local government.
 - c) No canteen available at the Museum and Zoo.
 - d) Lack of tourism development at the Museum and Zoo.
 - e) Few travel agents collaborating.

2. IFAS and EFAS Analysis of Tanjung Pandan Museum and Zoo

After identifying internal and external factors, the next step is to determine the weight and rating. The higher the weight value, the greater the contribution of each factor. Weights are calculated from 0.0 (very insignificant) to 1.0 (very important). Ratings are set based on the assessment of the weighted factors. The higher the rating value, the greater the influence of the factor. Ratings are calculated as 1 (below average), 2 (average), 3 (above average), and 4 (excellent). The ratings for Strengths, Weaknesses, Opportunities, and Threats are always inversely related. The results of these interviews were conducted by sources and used to evaluate and appropriately place internal factors according to the issues at hand. Table 4.1 presents the IFAS and EFAS analysis of the Tanjung Pandan Museum and Zoo.

Table 3. IFAS and EFAS Analysis of Tanjung Pandan Museum and Zoo

| IFAS Analysis of Tanjung Pandan Museum and Zoo | | | | |
|--|---|--------|--------|-------|
| No | Internal Strategic Factors | Weight | Rating | Score |
| 1. | The only zoo on Belitung Island | 0.15 | 5 | 0.75 |
| 2. | Located in the city center | 0.1 | 4 | 0.4 |
| 3. | Diverse historical and animal collections | 0.05 | 3 | 0.15 |
| 4. | Large area of 20,000 m ² | 0.05 | 3 | 0.15 |
| 5. | Availability of curators, educators, and guides | 0.05 | 3 | 0.15 |
| 6. | Limited funding | 0.1 | 3 | 0.3 |
| 7. | Poorly maintained facilities and cleanliness | 0.15 | 2 | 0.3 |
| 8. | Lack of bus parking | 0.05 | 2 | 0.1 |
| 9. | Few activities available at the Museum and Zoo | 0.1 | 2 | 0.2 |
| 10. | Insufficient promotion through social media or directly | 0.5 | 2 | 1 |
| Total Internal Score (TIS) | | | | 3,5 |
| EFAS Analysis of Tanjung Pandan Museum and Zoo | | | | |
| No | External Strategic Factors | Weight | Rating | Score |
| 1. | Opportunity for collaboration with travel agents | 0.1 | 2 | 0.2 |
| 2. | Utilization of influencers from Belitung Island | 0.1 | 2 | 0.2 |
| 3. | Using the Museum and Zoo as an event venue | 0.1 | 2 | 0.2 |
| 4. | Using the Museum as an art exhibition space | 0.1 | 2 | 0.2 |
| 5. | Using the Zoo as a venue for animal competitions | 0.05 | 2 | 0.1 |
| 6. | Lack of public transportation | 0.05 | 1 | 0.05 |
| 7. | No promotion by the local government | 0.05 | 1 | 0.05 |
| 8. | No canteen available at the Museum and Zoo | 0.05 | 1 | 0.05 |

| | | | | |
|----------------------------|---|------|---|------|
| 9. | Lack of tourism development at the Museum and Zoo | 0.05 | 1 | 0.05 |
| 10. | Few travel agents collaborating | 0.05 | 1 | 0.05 |
| Total External Score (TES) | | | | 1,15 |

Based on Table 3, the IFAS analysis shows a score of 3.5, while the EFAS analysis shows a score of 1.15. Table 3 indicates that the Strengths have a score of 0.9 and the Weaknesses have a score of 2.6. Meanwhile, Opportunities have a score of 0.75 and Threats have a score of 0.4. Figure 2 is a SWOT analysis diagram.

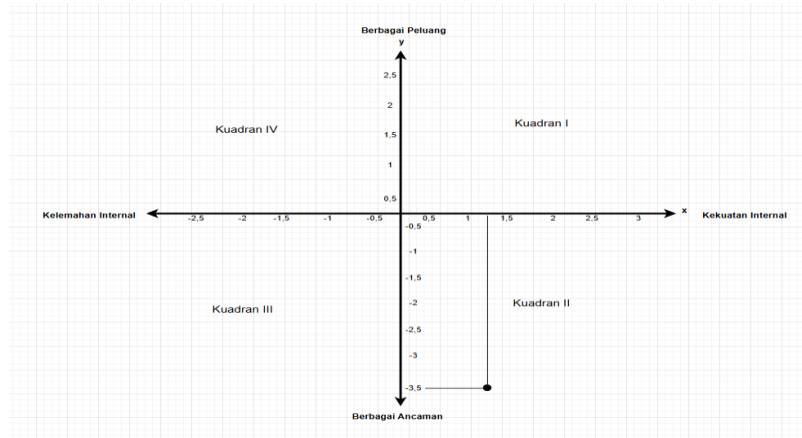


Figure 2. SWOT Analysis Diagram

The difference between the IFAS calculations above shows a score of 0.9, while for EFAS calculations, the difference shows a score of 0.35. If plotted on a diagram like Figure 2, it is concluded that the coordinates are in quadrant I, which is a very good position because the management can utilize their internal strengths to capture existing opportunities. Therefore, the appropriate strategy to implement is an aggressive strategy, aimed at creating aggressive growth. The following are some strategies that can be implemented:

- a. Animal Collection Enhancement:
 - 1) Strategy: Collaborate with other zoos for animal exchanges or acquire new, rare, and unique species.
 - 2) Rationale: By offering a wider variety of unique animals, the Museum and Zoo can attract a broader range of visitors.
- b. Educational Program Development:
 - 1) Strategy: Develop engaging educational programs such as interactive tours, lectures on local history and culture, and traditional handicraft workshops.
 - 2) Rationale: These programs not only enhance visitor experience but also deepen their understanding of cultural and historical values.
- c. Collaboration with Travel Agents:
 - 1) Strategy: Provide special tour packages with competitive pricing for travel agents, and offer incentives for those who bring large numbers of visitors.
 - 2) Rationale: Strong partnerships with travel agents can improve promotion of the Museum and Zoo to potential visitors.
- d. Social Media Utilization:
 - 1) Strategy: Increase promotional activity on social media by creating engaging content such as unique collection photos, virtual tour videos, and updates on events and activities.
 - 2) Rationale: Social media is an effective platform for reaching a wider audience and building a loyal fan community.
- e. Improvement of Facilities and Infrastructure:
 - 1) Strategy: Upgrade and enhance facilities like children's play areas, rest spots, and food amenities, as well as periodically rearrange collection layouts.
 - 2) Rationale: Comfortable and appealing facilities can enhance visitor experience, encouraging them to stay longer at the Museum and Zoo.

By implementing these aggressive strategies, it is hoped that the Tanjung Pandan Museum and Zoo in Belitung can increase its appeal as a unique and educational tourist destination, as well as significantly increase the number of visitors.

3. SWOT Matrix

The SWOT matrix analysis is the initial process in determining and formulating strategies for the development planning of the Tanjung Pandan Museum and Zoo. Therefore, this analysis needs to be applied to obtain the right strategy based on the observation of strengths, weaknesses, opportunities, and threats at the Tanjung Pandan Museum and Zoo. This matrix depicts the conditions of the Tanjung Pandan Museum and Zoo, which can then be used to determine four appropriate strategies: SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat). Table 4 is a SWOT matrix.

Table 4. Matriks SWOT

| | <i>Opportunities</i> | <i>Threats (Ancaman)</i> |
|-------------------------------|--|--|
| <i>Strength</i> | <ol style="list-style-type: none"> 1. Collaboration with travel agents by highlighting the uniqueness as the only zoo in Belitung. 2. Utilizing the central location to host major events. 3. Organizing art exhibitions and other events in the Museum and Zoo area. 4. Holding animal competitions in the spacious and diverse zoo. 5. Utilizing educators and guides to enhance educational activities and attract visitors through collaboration with influencers. | <ol style="list-style-type: none"> 1. Using a strategic location to attract tourists despite limited public transportation. 2. Maximizing the area to attract travel agents for collaboration. 3. Highlighting diverse collections as the main attraction despite limited promotion. 4. Utilizing the space for facility development even with limited funding. 5. Enhancing the role of guides and educators to address promotion shortcomings. |
| <i>Weaknesses (Kelemahan)</i> | <ol style="list-style-type: none"> 1. Raising funds through collaboration with third parties to organize events or exhibitions. 2. Utilizing cooperation with travel agents to secure additional funding for facility maintenance. 3. Leveraging partnerships with external parties to provide alternative transportation or additional parking. 4. Adding new activities and events by collaborating with influencers and third parties. 5. Improving promotion by utilizing local influencers and social media to reach a wider audience. | <ol style="list-style-type: none"> 1. Request additional support from the Regional Government and third parties to overcome the lack of funds and facilities. 2. Optimize the use of existing funds to improve facilities to resolve visitor complaints. 3. Overcoming the threat of limited facilities by rearranging the parking area. 4. Using internal resources to increase the variety of activities to attract more visitors. 5. Utilize collaboration with regional governments and local communities to increase promotions. |

Based on the results of the research conducted, the researcher has developed strategies that can be implemented by the management of the Tanjung Pandan Museum and Zoo to support the development planning of the Museum and Zoo:

a. SO (Strengths-Opportunities):

- 1) Collaborate with travel agents by highlighting the uniqueness as the only zoo in Belitung.

- 2) Utilize the central location to host major events.
 - 3) Organize art exhibitions and other events in the Museum and Zoo area.
 - 4) Hold animal competitions in the spacious and diverse zoo.
 - 5) Utilize educators and guides to enhance educational activities and attract visitors through collaboration with influencers.
- b. WO (Weaknesses-Opportunities):
- 1) Raise funds through collaboration with third parties to organize events or exhibitions.
 - 2) Leverage cooperation with travel agents to secure additional funding for facility maintenance.
 - 3) Collaborate with external parties to provide alternative transportation or additional parking.
 - 4) Add new activities and events by partnering with influencers and third parties.
 - 5) Improve promotion by utilizing local influencers and social media to reach a wider audience.
- c. ST (Strengths-Threats):
- 1) Use a strategic location to attract tourists despite limited public transportation.
 - 2) Maximize the area to attract travel agents for collaboration.
 - 3) Highlight diverse collections as the main attraction despite limited promotion.
 - 4) Utilize the space for facility development even with limited funding.
 - 5) Enhance the role of guides and educators to address promotion shortcomings.
- d. WT (Weaknesses-Threats):
- 1) Seek additional support from local government and third parties to address funding and facility shortages.
 - 2) Optimize the use of available funds for facility improvements to address visitor complaints.
 - 3) Mitigate facility limitations by reorganizing parking areas.
 - 4) Use internal resources to enhance activity variety to attract more visitors.
 - 5) Leverage collaboration with local government and communities to boost promotion.

The Tanjung Pandan Museum and Zoo can design more effective strategies to optimize existing strengths and opportunities, as well as to address the weaknesses and threats they face.

CONCLUSION AND DISCUSSION

The IFAS (Internal Strategic Factor Analysis Summary) score for the Tanjung Pandan Museum and Zoo is 3.5. This score indicates that the Museum and Zoo have several internal strengths that can be optimized for development, such as interesting collections and collaboration with local MSMEs. There are weaknesses in terms of a lack of appealing animal collections and infrequent changes to the collection layout.

The EFAS (External Strategic Factor Analysis Summary) score for the Tanjung Pandan Museum and Zoo is 1.15. This score indicates that the Museum and Zoo face several external opportunities, such as collaboration with travel agents and infrastructure development. However, there are also threats, such as public perception that still views the Museum primarily as a zoo and competition from other tourist destinations.

The Tanjung Pandan Museum and Zoo have a total internal score (TIS) from IFAS of 3.5, indicating that internal strengths like interesting collections and collaboration with MSMEs are more dominant than weaknesses. However, the total external score (TES) from EFAS is 1.15, showing that external threats, such as competition and public perception, are more dominant than opportunities. With a position in Quadrant 2 (Strengths-Threats/ST), the appropriate strategy is to leverage internal strengths to address external threats.

Strategies that can be implemented include enhancing the animal collection, developing educational programs, collaborating with travel agents, utilizing social media, and improving facilities and infrastructure. By aggressively applying these strategies, it is hoped that the Tanjung Pandan Museum and Zoo can enhance their appeal as a unique and educational tourist destination, thereby significantly increasing visitor numbers.

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