

# Marketing Mix Strategy in Bojong Karnival Tourism Attraction for Increasing Visiting Interest

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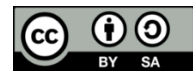
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## ABSTRACT

This research aims to analyze the Marketing Mix at the Bojong Karnival tourist attraction to increase Visiting Interest. This research data uses primary and secondary data. The data analysis technique uses SWOT analysis with the IFAS and EFAS matrices. The results of this study show that the identified marketing mix on Bojong Carnival tourist attractions has been implemented. Marketing mix that has been implemented are products, prices, places, promotions, physical evidence, people, and processes. The IFAS Matrix shows a score 3,06 from the total strength-weakness factors, while the EFAS Matrix shows score 2,92 from the total opportunity-challenge factors. The scores from the IFAS Matrix is used as the x and the value from the EFAS Matrix is used as the y in the IE Matrix which shows the marketing mix of Bojong Karnival located in cell IV, described as Growth and Build. SWOC matrix shows that Bojong Karnival's position is in Quadrant 1, which means it is in a strong position and has opportunities. The Strength, Weakness, Opportunity, and Challenge matrix is used as a tool to create a development model for marketing mix strategies by looking at 4 alternative strategies, SO Strategy, WO Strategy, SC Strategy, and WC Strategy to increasing interest visiting in Bojong Karnival.

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## 1. INTRODUCTION

A marketing mix strategy is a combination of several elements used by an organization/company to introduce and promote products or services to the target market. The marketing mix strategy is applied to tourist attractions because it can help these tourist attractions increase their attractiveness, visibility, and the success of the entire destination. Through a marketing mix strategy, tourist attractions can differentiate themselves from competitors. With a marketing mix strategy, you can also increase public awareness of the existence of this

tourist attraction. Implementing a marketing mix strategy can allow tourist attractions to become better known to many people. The existence of tourist attractions in an area has the potential to increase local revenue. Therefore, it is necessary to have a marketing mix strategy for tourist attractions to increase interest in visiting.

Bogor Regency has various kinds of tourism potential, such as natural, cultural, historical, religious, artificial and culinary tourism. One of the tourism areas owned by Bogor Regency and a new tourist destination is the artificial tourist attraction Bojong

Karnival. Bojong Karnival is an artificial tourist attraction that offers various play and educational rides as well as a food court. Bojong Carnival, which operate in early September 2023, is a recreational vehicle located on Tonjong Road, Kedung Waringin, Bojong Gede, Bogor Regency. Tourist attraction managers implement a Powercard system where the card can be topped up for all rides.

This Bojong Karnival tourist attraction involves local communities as human resources. Bojong Carnival is also the first artificial tourist attraction in Bojong Gede District. Tourism development in an area certainly has several influences on the surrounding environment. This influence has an impact on society, the environment, the economy and society. Based on researchers' observations, Bojong Karnival still does not have many visitors.

Based on the background of the problem explained above, this research is needed to answer the problem formulation that has been prepared. The first problem formulation is to identify the existing marketing mix at the Bojong Karnival tourist attraction. The second problem formulation is to find out how to apply the marketing mix to the Bojong Karnival tourist attraction. The third or final problem formulation is to create a strategy development model for the marketing mix to increase interest in visiting the Bojong Karnival tourist attraction. Therefore, the author is interested in conducting research with the title "Marketing Mix Strategy in Bojong Karnival Tourism Attraction for Increasing Visiting Interest".

## 2. LITERATURE REVIEW

### 2.1 *Tourism Destination*

A tourism destination according to [1] is an important place to visit on a route with actual or perceived regional boundaries, the basic geographical unit for the production of tourism statistics. According to Berman in [2], a tourism destination is a country, state, region, city or small town that is marketed or markets

itself as a place for tourists to visit. In this research the related tourism destinations are artificial tourism destinations.

According to Ismayati, artificial tourism destinations are activities or components in tourist destinations that are created or created by humans for entertainment or recreation, for example amusement parks, theme parks, or others [3]. In contrast to natural tourism destinations, these artificial tourism destinations are planned, designed, built, managed and developed by humans. Artificial tourism destinations are sometimes a focus for tourists because they offer a variety of entertainment and can also contribute to improving the local economy.

### 2.2 *Tourist Attraction*

A tourist attraction which was previously said to be a tourist attraction according to Jamal & Siregar in [4] is a place that is a tourist target, where this tourist attraction is closely related to tourist attractions. This tourist attraction is a location, attraction, place or destination that attracts tourists to visit.

In this research, the relevant tourist attraction is an artificial tourist attraction. According to [5] an artificial tourist attraction is an attraction that is deliberately created by humans using various techniques to attract tourists. The attraction of artificial tourism is the result of human creativity and innovation which has unique characteristics and local characteristics that only exist in the region (Bulan et al., 2021).

### 2.3 *Marketing Mix*

The marketing mix is said [6, p. 3] as a set of tools and variables that an organization/company has to meet the goals of its entity and target audience. This marketing is carried out through the 4Ps of marketing which refers to Product, Price,

Marketing and Promotion, the terms are in English. The use of Marketing Mix services is also used because in the tourism industry, companies do not offer pure services to customers, but aspects such as Physical Services (Physical), People (People), and Process (Proceeds) are also taken into consideration [7].

#### 2.4 Visiting Interest

According to [8], visiting interest is behavior that occurs as a response to an object that indicates the consumer's desire to visit. This form of behavior is related to the quality of tourist attraction services during the visiting experience, so that tourists have the desire to visit. Interest in visiting means potential consumers (visitors) who have or have never been and who are currently going to visit a tourist attraction.

### 3. METHODS

The research method used to complete this research uses qualitative methods with SWOC analysis techniques (Strength, Weakness, Opportunities, and Challenge). The types of data in this research use primary data and secondary data. Primary data source where researchers conduct in-depth observations and interviews with related parties. Secondary data sources are obtained from literature data in the form of written documents related to marketing mix strategies at tourist destinations.

The sample according to [9, p. 87] is a portion of the population from which the sample was taken. Survey research is based on sampling, which involves collecting information from only a few members of a population. The sample in this study consisted of visitors and managers of the Bojong Karnival tourist attraction. Sampling uses a non-probability accidental sampling technique, which according to [10] is a technique for determining samples based on chance, that is, anyone who meets the researcher by chance can be used as a sample,

if the person they happen to meet is suitable as a data source.

Samples were taken of 20 visitors with a sampling technique using accidental sampling. Sampling of visitors was carried out using an accidental sampling technique because visitors to Bojong Karnival do not stay for long periods of time. Apart from that, daily visitors to tourist attractions are low at 20-30 visitors. So, the number of samples taken was judged by 20 visitors.

SWOC analysis according to [11] is a balance of SWOT analysis. The term SWOC was originally known as SWOT, SWOC is an abbreviation of Strengths, Weaknesses, Opportunities, and Challenges. Threats (Threats) in SWOT are replaced by Challenges (Challenges) to create a more positive attitude. SWOC is an analytical tool that evaluates internal and external factors for better strategic planning with environmental awareness objectives, ideally before new initiatives are taken to identify potential environmental problems [12].

After identifying the 7P marketing mix, the data obtained will be processed descriptively using the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The score value from the IFAS & EFAS matrix analysis will indicate the position on the Internal-External Matrix as a recommended marketing mix strategy that will be used to increase visiting interest.

### 4. RESULTS AND DISCUSSION

#### 4.1 Identification and Implementation of Bojong Karnival Marketing Mix

Bojong Karnival is identified as implementing a marketing mix. The marketing mix itself, according to Kotler and the Charteireid Institute of Marketing in [13] is a variable used by an intuitive model to see the response of buyers to products or services offered to specific target customer groups. However, in the tourism industry, companies not only offer pure services to customers, but aspects such as physical activity (physical), people (people), and process (process) are also

taken into consideration [7]. In this case, 7 marketing mix indicators implemented by Bojong Karnival were identified, are:

### 1. Product

The product offered by Bojong Karnival is that there are rides for playing. The rides include Kora-Kora, Ontang Anting, Ferris Wheel, Haunted House, Remote Car, Light Car, Rainbow Slide, Photobooth, Arcade Games, Kids Zone, and Softplay. In the kids zone area, there are mini rainbow slides, ball pool areas, coconut palms, and several gaming games such as the jerapah slider, elephant slider and car slider. Area softplay also provides many games such as tractors, painting, stick toys, lego, dolles, balloon castles, kinetic sand pools, fishing, bowling, speed racers, zinc kitchen, animal games, fire pits, doctor zone, trampoline and the newest ones are 360° camera (three hundred sixty degrees).

Bojong Karnival also provides Taman Xpresi for families, schools or companies that will hold certain events. Apart from the rides, there is also a food court. Visitors can buy food or drinks in the food court area. Visitors can also just rest in this food court area. In the future, Bojong Karnival plans to provide a souvenir shop which will contain clothes, accessories and other souvenirs. The manager said that the rides at Bojong Karnival will also continue to innovate in the future so that visitors don't get bored with the existing rides. The existing rides are always undergoing maintenance and the haunted house rides will change themes every 3 months.

### 2. Price

The pricing policy is determined through several research. The research carried out is by looking at the prices applied by competitors. Further research was carried out on the surrounding environment, such as people who usually spend how much money they spend. Research is also carried out by looking at reviews, ratings and comments given by visitors on social media. The latest research also looked at people's income, because from the start, the Bojong Karnival

had planned its market segmentation, whether for upper middle class or lower middle class.

The normal entry ticket price for Bojong Karnival is IDR. 30,000-, (thirty thousand rupiah) for weekdays and Rp. 35,000-, (thirty-five thousand rupiah) for weekends. This price includes playing 4 rides including Ontang Anting, Kora-Kora, Haunted House, and Rainbow Slide. The prices and rides that can be played can also change depending on what promotions are being run. The payment system can be done via cash or non-cash such as debit and qris.

### 3. Place

The choice of the Bojong Gede location as the place where the tourist attraction was built was because it saw a good opportunity for its ideals. Manager thinks that if it is built as a tourist spot, it can help the community because they don't have to travel too far to the city center to enjoy the rides they want to ride. The manager reminded that tourist destinations that provide various rides do not have to be in the city center, because many people on the outskirts of the city also need entertainment that is not far away and at prices that can still be considered. The location of Bojong Karnival is also in a residential area where this location can be said to be strategic. Visitors said that the location of the Bojong Karnival tourist attraction is quite strategic, and easy to reach because it is close to the station and in the same direction as public transportation 117. However, some visitors said that the Bojong Karnival tourist attraction is still not yet in a safe and comfortable location, based on the results of visitor observations. You are still free to park anywhere if the parking lot is full, and there is still rubbish scattered in several corners.

### 4. Promotion

The promotions carried out by Bojong Karnival must be targeted across the target market. In this case, the target market segment of Bojong Karnival is demographic segmentation. According to Kotler and Keller in [14], the demographic segment is a market

whose variations are aimed at age, education, gender, marital status, employment, and others. The general target or target market is mainly children aged 5-12 years, but this does not rule out the possibility that many teenagers and adults will come because there are several rides that must be ridden with the supervision of adults.

Promotions are carried out by creating differentiated offers. For example, last October a Shocktober promotion was held with the ticket price set at IDR. 50,000-, 12 rides, Novemberia promo (Cheerful November) weekdays Rp. 35,000-, (thirty-five thousand rupiah) and weekends Rp. 50,000-, (fifty thousand rupiah) for 16 rides, as well as the Baper promo (Many December Promos) with a price of Rp. 25,000-, (twenty five thousand rupiah) weekdays and Rp. 35,000-, (thirty five thousand rupiah) weekends, for 4 rides. For other rides starting from Rp. 5,000-, (five thousand rupiah) to around Rp. 30,000-, (thirty thousand rupiah).

Promotion is carried out offline and online. For offline use, this is done by placing banners, flyers and brochures. Meanwhile, going online is done through social media such as websites, YouTube, Facebook, Instagram and TikTok. However, some social media do not work well, such as websites that cannot be clicked on if you want to search for information and Instagram, which has not had any new posts since December 2023.

### 5. Physical Evidence

The physical evidence at Bojong Karnival can be seen from the arrangement of the rides and the facilities provided. The vehicle construction system is carried out by the planning team which has prepared what vehicles will be placed starting from the place where it is still empty until it is filled. The rides inside are also always maintained every 2 (two) weeks to check safety so that visitors who come can feel safe and comfortable without worrying about anything happening to the machines.

The facilities provided by Bojong Karnival include a pujaseira which provides several foods and drinks, toilets, a place of

worship (mushala), and a parking area. Parking space is provided for motorbikes and cars. For cars, if the parking area is inside the building, visitors must park outside the entrance gate. Motorbikes are subject to a parking fee of Rp. 2,000-, (two thousand rupiah)/motorbike while cars cost Rp. 5,000-, (five thousand rupiah)/car. There is no separate ticketing for parking because the parking area is not large, but there are still staff whose job it is to look after the vehicles that are parked.

Based on the results of observations and interviews with visitors, some of them said that the facilities provided were not adequate, such as the lack of rubbish and the parking area was not large enough, where visitors who brought cars were directed to park on the side of the road or outside the parking area if the parking area was full. Some visitors also said that the existing rides were not of sufficient quality, this was because the rides looked a little dangerous if many people were riding them. Then some visitors note that the layout of the Bojong Karnival tourist attraction is not very attractive, this is because the tourist attraction is still relatively small.

### 6. People

The aspects of people involved in the Bojong Karnival tourist attraction are the human resources employed and visitors. Human resources or staff who work are prioritized by local people who want to work. This opportunity is provided for meireikas who want to join as staff, ride operators and food court stands. The food court system, namely rent, the place is prepared for those who want to open a stand. The work staff is divided into several teams, namely Planning, Operations, Engineering, Marketing, Admin, Customer Service, Operations, Digital, and Communications and Marketing.

Bojong Karnival provides its own uniform for staff who work in the admin (ticketing), customer service, maintenance team and ride operators. In implementing work rules, there are SOPs (Standard Operational Procedures) for each

division/team. The work schedule is carried out normally following the opening and closing hours of Bojong Karnival, which is open from 13.00 – 21.00 WIB on weekdays and 11.00 – 22.00 WIB on weekends. They work 1 (one) hour before the tourist attraction opens to conduct briefings and tours.

Based on the results of observations and interviews with visitors, some of them said that the services provided were not yet satisfactory because the human resources or people on duty were not yet sufficient. This is because at some of the rides there are no people on duty if visitors want to ride the rides.

### **7. Process**

The service process is carried out well to prioritize visitor satisfaction. Officers are required to always be friendly and polite, namely by giving a smile and greeting when welcoming visitors. Bojong Karnival is open to visitors who wish to submit complaints. Complaints are obtained from reviews and comments on social media. Bojong Karnival handles these complaints by immediately apologizing and giving praise to existing comments or reviews if the complaint is in the form of input, criticism or suggestions. The compliment is in the form of free access on your next arrival.

The management ensures that Bojong Karnival will always respond to complaints given, because if they do not respond, they are afraid that more negative responses will come in from visitors. Visitors see that operational processes or services promoted through short videos on TikTok are carried out well. When visitors arrived, they said the service provided was not very fast but it was done well and the service was done in a friendly and polite manner. Apart from that, complaints and curiosity about information asked and conveyed by visitors were responded to and responded to well by Bojong Karnival.

The implementation of the marketing mix at Bojong Karnival only shows a few aspects that are going well. In the tourism industry, we don't just look at the product,

price, place and promotion aspects. However, aspects of physical evidence, people and processes are also considered (Savero, 2021). Some aspects that are running well are the product aspects, because the available game vehicles are very diverse. The price aspect, because the prices set are quite affordable so that you can play several rides. Apart from that, the existence of a non-financial system can make it easier for intuitive fighters to make payments. Location aspect, due to its strategic location and easy to find and easy to reach because it is close to a station and can be accessed by public transportation. Promotional aspect, because promotions are carried out on social media, namely TikTok and banners that are spread on the street. In the process aspect, visitors sees that the operational process or service promoted through short videos on TikTok is carried out well. Apart from that, the curiosity and curiosity about the information asked and conveyed by the visitors players was responded well by Bojong Karnival.

Several aspects that did not work so well were the physical evidence aspect and the people aspect. The physical aspect is because the facilities provided are still inadequate, the rides still look a bit dangerous, and the layout of the tourist attraction is not very attractive. The people aspect is because human resources or people on duty are not yet sufficient. This is because in some of the games there are no people on duty. However, in each aspect of the marketing mix there are strengths, weaknesses, opportunities and challenges.

## **4.2 Analysis of Internal and External Factors**

### **1. Internal Factors**

Internal factor analysis was carried out to produce an overview of several internal aspects that were used to analyze and identify the Strengths and Weaknesses of Bojong Karnival related to marketing mix.

#### **a. Strength**

The following are the results of interviews with the Head of Operational

Management of Bojong Karnival and visitors who came as informants, which are summarized in various factors of the strength of the marketing mix at the Bojong Karnival tourist attraction.

- 1) The games provided are varied. The rides at Bojong Karnival include Kora-Kora, Ontang Anting, Ferris Wheel, Haunted House, Remote Car, Light Car, Rainbow Slide, Photobooth, Arcade Games, Kids Zone, and Softplay. Visitors to the Bojong Karnival said that this tourist attraction was interesting to visit, it could be visited by various countries, and the rides provided were also quite interesting because they were very diverse.
- 2) The prices set are affordable. Bojong Karnival determines its pricing policy through several studies. The price set is quite affordable because it includes being able to play several rides and is in accordance with the quality of the rides offered and available.
- 3) The location of the tourist attraction is strategic and easy to reach. The location of Bojong Karnival is also in the residential area where the location of Bojong Karnival can be said to be strategic. The location of Bojong Karnival is very strategic, and easy to reach because it is close to the station and can be accessed by public transportation number 117.
- 4) The payment system can be done non-cash. Current technology is becoming more sophisticated as time goes by. The pandemic requires us to make payments without physical contact, one of which is using a non-cash payment system or better known as cashless. Bojong Karnival implements a non-cash payment

system where entrance ticket purchases can be made via debit and qris.

- 5) The available human resources are local people. Human resources are important for the running of a destination or tourist attraction. The available human resources or staff are prioritized by local people who are willing to work. This opportunity is given to those who want to join and become part of the Bojong Karnival.

#### **b. Weakness**

Following are several weak factors that Bojong Karnival has in its marketing mix which have been summarized based on the results of the informant's answers. The explanation can be seen as follows.

- 1) Some of the rides look a little risky. For every strength, of course there are also weaknesses in tourist attractions. The variety of game rides available does not necessarily appear safe to use or play. In this case, there are several rides at Bojong Karnival that are risky or look dangerous to play, some of which are ontang anting, ferris wheel, and kora-kora.
- 2) The tourist attraction is not yet in a safe and comfortable condition. This is because visitors can still park freely anywhere if the parking lot is full, and there is still rubbish strewn in several corners.
- 3) Pricing is not in accordance with the services and facilities obtained. The services and facilities provided by a tourist attraction are important in increasing interest in visiting. However, in this case visitors said that the service was not very fast, apart from that there were few people on duty and the

facilities they felt were still lacking.

- 4) Facilities are inadequate. There are several facilities that are still inadequate at the Bojong Karnival tourist attraction. The facilities that are lacking include a lack of parking area and a lack of places to throw rubbish because rubbish can still be seen scattered in several corners.
- 5) The available human resources are not sufficient. Human resources are one of the important things in tourist attractions. If there are no human resources available then it is difficult to run a tourist attraction. In this case, what is meant by human resources is not sufficient because in some rides or game areas it is often found that no one is on duty. Sometimes visitors have to call first to be able to enter or play.

## 2. Eksternal Factors

External factor analysis was carried out to analyze and identify various Opportunity and Challenge factors in the marketing mix at Bojong Karnival. External factors were identified through observations and interviews with the Head of Operational Management and visitors who came to Bojong Karnival. The results of these factors are summarized into 5 opportunity factors and challenge factors respectively.

### a. Opportunity

The following are several factors that become opportunities for Bojong Karnival in the marketing mix of tourist attractions, are:

- 1) Increase and develop new attractions. Bojong Karnival has the opportunity to continue to improve and develop various efforts to create new attractions. For example, new attractions include adding rides, playgrounds, other recreational

facilities, as well as special activities or events that can attract visitors.

- 2) Consistent in increasing digital promotions. Bojong Karnival has the opportunity to continue to increase consistency in digital promotion which refers to sustainable efforts to promote tourist attractions online in a planned and regular manner. Digital promotion can include several things such as promotional content in photos or videos uploaded via social media and what kind of communication tools are used.
- 3) Establish cooperation or collaboration with various parties. Bojong Karnival has the opportunity to build cooperation with various parties. The involvement of various parties such as local government, private parties, local communities, local media, and visitors can influence the success of tourist attractions.
- 4) Development of supporting facilities. Facility development refers to efforts to continue to expand or improve infrastructure and facilities that support operations and visitor experiences at Bojong Karnival. These facilities include expanding parking lots, more places to dispose of rubbish, providing facilities for priority visitors, as well as other facilities.
- 5) Implementation of integrated reservations and queues. The implementation of integrated reservations and queues in question refers to the use of a system that manages and coordinates the reservation and queue process efficiently at the Bojong Karnival tourist attraction.



### b. Challenge

The following are several factors that challenge Bojong Karnival in the marketing mix of tourist attractions, namely:

- 1) Some promotional media are not working well. Promotional media is one of the important things to introduce tourist attractions to a wider audience. Some of the promotional media used by Bojong Karnival were not managed well. The promotional media are websites that cannot be clicked if you want to find information and Instagram, which has not had any new uploads since December 2023. Therefore, Bojong Karnival must monitor and always manage the promotional media.
- 2) Unexpected weather changes. Unexpected weather changes are a challenge for Bojong Karnival because they have to respond quickly to protect the safety and comfort of visitors.
- 3) Many competitors with similar tourist attractions. Bojong Karnival faces challenges such as competitors with similar tourist attractions, this means there are several similarities regarding the products offered. This competition can affect prices and other efforts carried out by Bojong Karnival.
- 4) Changes in consumer/visitor behavior. Changes in visitor behavior refer to changes in trends, patterns, habits, or preferences in visitor behavior and purchasing decisions. These changes can affect how interested visitors are in visiting Bojong Karnival.
- 5) Limited human resources. Limited human resources at Bojong Karnival refer to the shortage in terms of numbers and

capacity of the workforce available to run the operations of the tourist attraction.

### 4.3 IFAS EFAS Matrix

To obtain a more effective form, the IFAS (Internal Factor Analysis Summary) matrix consisting of strength and weakness factors and EFAS (External Factor Analysis Summary) consisting of opportunities and challenges are used. This matrix is used to determine the influence of the values resulting from internal and external factors.

In Table 1 data, you can see the total value of the Bojong Karnival IFAS (Internal Factor Analysis Summary) matrix results showing the total value in the internal factor analysis results with a score of 3.06. This figure is included in the above average category, which shows that the internal conditions at the Bojong Karnival tourist attraction are in a good position.

In Table 2, you can see the total value of the EFAS (External Factor Analysis Summary) matrix results for the Bojong Karnival tourist attraction showing a total value with a score of 2.92. This figure is included in the above average category, which shows that the Bojong Karnival tourist attraction can take advantage of the opportunities they have and avoid external threats.

Table 1. IFAS Matrix

No	Strengths	Q	R	$Q \times R$
1.	The games provided are varied	0,19	4	0,76
2.	The prices set are affordable	0,14	3	0,42
3.	The location of the tourist attraction is strategic and easy to reach	0,14	3	0,42
4.	The payment system can be done non-cash	0,09	2	0,18
5.	The available human resources are local people	0,14	3	0,42

	Total <i>Strengths</i>	0,70	2,20	
	<b>Weakness</b>	<b>Q</b>	<b>R</b>	<b>Q × R</b>
1.	Some of the rides look a little risky	0,04	1	0,04
2.	The tourist attraction is not yet in a safe and comfortable condition	0,09	2	0,18
3.	Pricing is not in accordance with the services and facilities obtained.	0,09	2	0,18
4.	Facilities are inadequate	0,04	1	0,04
5.	The available human resources are not sufficient	0,14	3	0,42
	Total <i>Weakness</i>	0,40		0,86
	<b>Total</b>	<b>1,00</b>		<b>3,06</b>

Source: Processed by researchers, 2024

**Table 2. EFAS Matrix**

No	Opportunities	Q	R	Q × R
1.	Increase and develop new attractions	0,19	4	0,76
2.	Consistent in increasing digital promotions	0,14	3	0,42
3.	Establish cooperation or collaboration with various parties	0,14	3	0,42
4.	Development of supporting facilities	0,14	3	0,42
5.	Implementation of integrated reservations and queues	0,14	3	0,42
	Total <i>Oppurtunities</i>	0,75		2,44
	<b>Challenges</b>	<b>Q</b>	<b>R</b>	<b>Q × R</b>
1.	Some promotional	0,09	2	0,18

	media are not working well			
2.	Unexpected weather changes	0,04	1	0,04
3.	Many competitors with similar tourist attractions	0,04	1	0,04
4.	Changes in consumer/visitor behavior	0,04	1	0,04
5.	Limited human resources	0,09	2	0,18
	Total <i>Challenges</i>	0,30		0,48
	<b>Total</b>	<b>1,00</b>		<b>2,92</b>

Source: Processed by Researchers, 2024

**4.4 Internal-Eksternal Matrix**

From the values obtained by carrying out internal and external factor analysis, then a position search was carried out on the intuitive Internal-External Matrix to find out what position the Bojong Karnival tourist attraction occupies. The total weight score obtained on the IFAS and EiFAS Matrices is used as an x and y symbol on the IE Matrix. The IFAS Matrix achieved a total weight score of 3.06 points as a point on the x axis, and a total weight score of the EiFAS Matrix of 2.92 as a point on the y indicator. The position of the Bojong Karnival tourist attraction in implementing the marketing mix can be seen in the following figure:

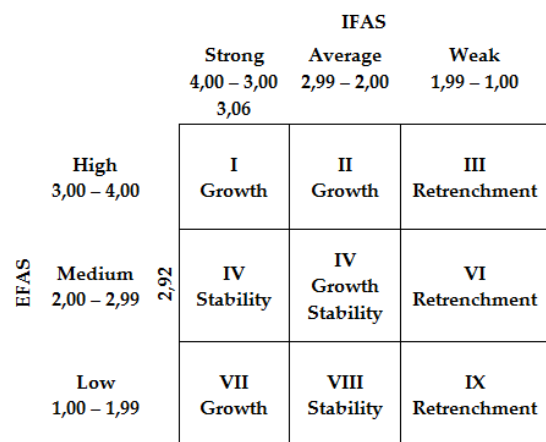


Figure 1. IE Matrix

Source : [15]

In Figure 1. above, it can be seen that the marketing mix for the Bojong Karnival tourist attraction is in cell IV. According to [15] the cell IV organizational division is described as Growth and Build. The recommended strategy for this division is an intensive strategy or an integrative strategy.

The recommended strategy is an intensive strategy, namely market development, by creating promotions and holding interesting events and activities at the Bojong Karnival tourist attraction. Next is the market penetration strategy, namely by offering various game ride packages at affordable prices to attract interest in visiting, increasing the choice of game rides and providing comfort when visiting with services and facilities. The final strategy is product development, the method is to develop and improve existing game rides, continue to innovate game rides and create interesting activities and events at prices that tourists can afford.

**4.5 Matriks SWOC**

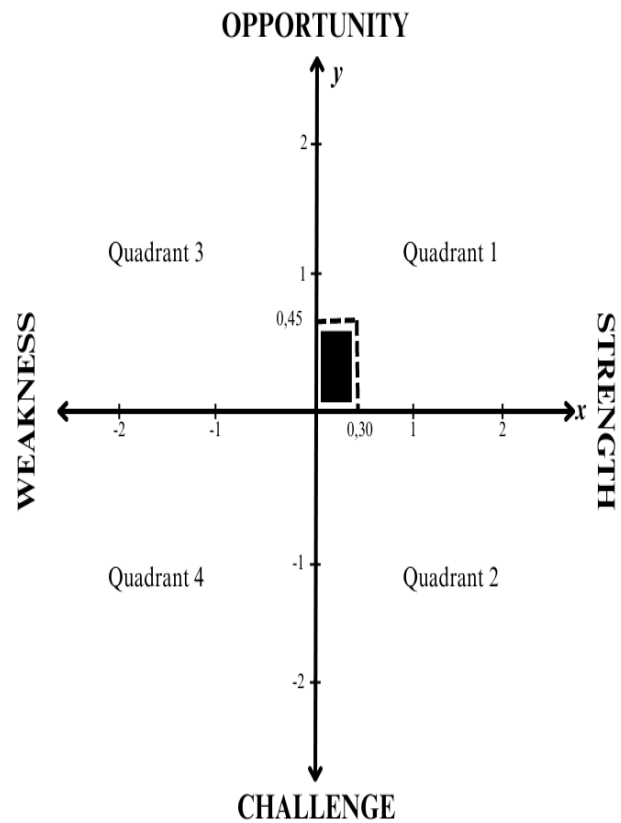
From the values obtained after analyzing internal and external factors, then search for quadrant values on the SWOC analysis diagram to find out what position the Bojong Karnival tourist attraction occupies. The search for the quadrant value is to find the X value of the strength factor (S) minus the weakness factor (W), while to find the Y value of the opportunity factor (O) minus the challenge factor (C).

- a.  $0,70 (S) - 0,40 (W) = 0,30 (X)$
- b.  $0,75 (O) - 0,30 (C) = 0,45 (Y)$

Figure 2. Quadrant Matrix

Source: *Processed by Researchers, 2024*

Based on Figure 2, it shows that the position of the Bojong Karnival tourist attraction is in quadrant 1 (positive), because the point on the x-axis shows the number 0.30, while the point on the y-axis shows the number 0.40. This position shows that Bojong Karnival is in a position that can be profitable because it has strengths and opportunities.



The recommended strategy is aggressive. This means that the tourist attraction is in prime condition, making it possible to continue to expand growth and achieve maximum progress. The strategy that must be implemented is the opportunity to cover weaknesses, while strengths will be used to face challenges.

This SWOC matrix is used as a tool to compile various internal and external factors in the Bojong Karnival Marketing Mix that have been previously identified to develop 4 strategies. Strength-Opportunity Strategy (SO), Weakness-Opportunity Strategy (WO), Strength-Challenge Strategy (SC), and Weakness-Challenge Strategy (WC). The marketing mix strategy analysis scheme for the Bojong Karnival tourist attraction is seen in the following:

S-O

1. Bojong Karnival must continue to innovate for rides and other products to develop its attraction

2. Maintain pricing policies and provide discounts for online orders
3. Building collaboration with local parties to develop mobile applications that are directly connected to tourist attraction locations/places
4. Develop facilities for non-cash payments
5. Holding training programs to increase competency and competitiveness

#### W-O

1. Maintenance and developing game rides that look risky
2. Establish cooperation or collaborate with related parties to plan & develop the surrounding area
3. Develop additional facilities and services to improve the visitor experience
4. Developing facilities by carrying out renovations to improve facilities, quality and visitor comfort.
5. Establish collaboration with educational institutes through internship programs

#### S-C

1. Improve and develop promotional media with information such as products offered, prices, locations, etc. so that visitors have direct access to information
2. Innovate the products offered by adding new attractions and increasing promotions related to differences with competitors
3. Identify and respond to changes by adjusting offers and prices according to consumer/visitor needs
4. Review market research to understand the latest trends and

latest consumer preferences in the tourism industry

5. Focus and utilize available human resources on tasks that have a major impact on smooth operations and visitor satisfaction.

#### W-C

1. Plan to focus on improving existing game vehicles and plan to create new innovations
2. Plan sustainable/long-term investment to improve and expand facilities
3. Improve marketing by making improvements to promotional media
4. Provide various activities and offers such as special programs or promotions
5. Implement training programs and provide incentives / recognition to improve the skills, motivation and involvement of human resources at tourist attractions.

### 4.6 Marketing Mix Strategy of Bojong Karnival

Marketing mix strategy is said [6] as a set of tools and variables that an organization/company has to meet the objectives of the entity and its target audience. According to [8] visiting interest is behavior that occurs as a response to an object that shows the consumer's desire to visit. So, if the right marketing mix is implemented, it will be possible to increase interest in visiting Bojong Karnival.

Therefore, to increase interest in visiting the Bojong Karnival tourist attraction, the Strength, Weakness, Opportunity, and Challenge Matrix is used as a tool to create a development model for marketing mix strategies by looking at 4 alternative strategies, namely SO Strategy, WO Strategy, Strategy, SC, and Strategy WC. The following is the development model of the marketing mix strategy for the Bojong Karnival tourist attraction:

1. Bojong Karnival needs to improve and balance and continue to innovate regarding rides and other products to develop its attraction. (product)
2. Maintain pricing policies and provide discounts for visitors who make online orders and identify and respond to changes by adjusting offers and prices according to consumer/visitor needs. (price)
3. Build cooperation or collaborate with related parties to create mobile applications that are directly connected to the location/place of the tourist attraction as well as plan and develop the surrounding area. (place)
4. Improve and develop promotional media management and always review market research to understand the latest trends and consumer preferences in the tourism industry. (promotion)
5. Plan sustainable/long-term investment to improve and expand facilities that prioritize visitor comfort and to improve the layout of all tourist attractions (physical evidence)
6. Focus on utilizing available human resources on tasks that have a big impact on smooth operations and visitor satisfaction as well as providing incentives and recognition to improve the skills and involvement of human resources in tourist attractions (people)
7. Hold training programs to improve abilities, competencies and competitiveness (process)

The essence of other strategies in the SWOC Matrix analysis above is that it is projected that there will be an increase in visits if there is firmness from the tourist attraction, government and other interested

parties to implement this strategy. Of course, in determining the marketing mix strategy, Bojong Karnival will achieve the mission and objectives of the tourist attraction to increase interest in visiting.

## 5 CONCLUSION

Based on the results of research and analysis regarding the Marketing Mix of the Bojong Karnival Tourist Attraction, the conclusion that can be drawn is that according to data obtained from observations and interviews, the Bojong Karnival tourist attraction was identified as implementing a marketing mix with 7 indicators, namely product aspects, price aspects, location/place aspects, promotional aspects, physical evidence aspects, people aspects, and process aspects. Visitors have an interest in visiting based on product, price, location/place, promotion and process factors where several of these factors are part of the marketing mix indicators.

Based on the IFAS Matrix, the strength of Bojong Karnival is the variety of game rides provided; the prices set are affordable; strategic location of tourist attractions and easy to reach; the payment system can be done non-cash; and the available human resources are local people. Meanwhile, the weakness of the tourist attraction is that some of the rides look a little risky because the distance between the rides and the ground is very short, including the kora-kora, ontang anting and Ferris wheel; the tourist attraction is not yet in a safe and comfortable condition; pricing is not in accordance with the services and facilities obtained; inadequate facilities due to limited parking areas and rare places to dispose of rubbish; and the available human resources are not sufficient because in some areas of the rides there are no people on duty so visitors have to wait if they want to enter or ride the rides.

Based on the EFAS Matrix, the opportunities for Bojong Karnival are to increase and develop new attractions; consistently to increase digital promotions;

establishing cooperation or collaboration with various parties, namely the government, private sector and influencers to improve the image of tourist attractions; development of supporting facilities such as more rubbish bins, easy access such as signage, and seating for resting or waiting; as well as implementing an integrated reservation system, namely by utilizing technology and information systems to implement an integrated reservation system such as reservations that can be made online or purchasing tickets via the application. Meanwhile, the challenge for tourist attractions is that several promotional media are not running well, namely websites that cannot be accessed properly and there are no updates on Instagram; unexpected weather changes; many boarding houses with similar tourist attractions; changes in consumer/visitor behavior; and the limited number and skills of human resources are a challenge in providing services to visitors, especially if there is a surge in visits.

The results of the IE Matrix show that the marketing mix strategy for the Bojong

Karnival tourist attraction is in cell IV, namely the Growth and Build strategy. The Bojong Karnival tourist attraction is in Quadrant 1 position which supports an aggressive strategy. This means that the tourist attraction is in prime condition, making it possible to continue to expand growth and achieve maximum progress. Based on the SWOC Matrix, a development model of marketing mix strategy was proposed by looking at 4 alternative strategies, namely SO Strategy, WO Strategy, SC Strategy and WC Strategy. The marketing mix strategy also consists of 7 (seven) indicators, namely product, price, place, promotion, physical evidence, people, and process.



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