

STRATEGIES FOR INCREASING VISITOR NUMBERS TO THE MENARA TERATAI TOURIST ATTRACTION IN BANYUMAS REGENCY BASED ON SWOT ANALYSIS

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Abstract

The Menara Teratai tourist attraction is one of the iconic tourism landmarks in Banyumas Regency. However, from its establishment in 2022 through 2025, the attraction has experienced a continuous decline in visitor numbers. This study aims to analyze the internal and external factors contributing to the decline in visitor numbers and to formulate strategies for increasing visitor attendance. The research employed qualitative and quantitative descriptive methods, with descriptive statistical analysis of questionnaire results. Data were collected through observation, interviews, questionnaires, and library research. The study population consisted of visitors to the Menara Teratai tourist attraction in 2025. The sampling technique used was non-probability sampling with an accidental sampling approach. Based on calculations using the Slovin formula, a sample of 100 respondents was obtained. Data were analyzed using SWOT analysis. The results of the IE matrix analysis indicate that the Menara Teratai tourist attraction is positioned in Cell 1, indicating that its internal and external conditions are both strong. Based on this position, the recommended strategy is a growth strategy with a concentration through vertical integration. The SWOT analysis results indicate that the strategy should focus on maintaining existing strengths, capitalizing on available opportunities, minimizing weaknesses, and anticipating various threats that may affect the development of the Menara Teratai tourist attraction.

Keywords: Menara Teratai, Internal and External Factors, SWOT Analysis

INTRODUCTION

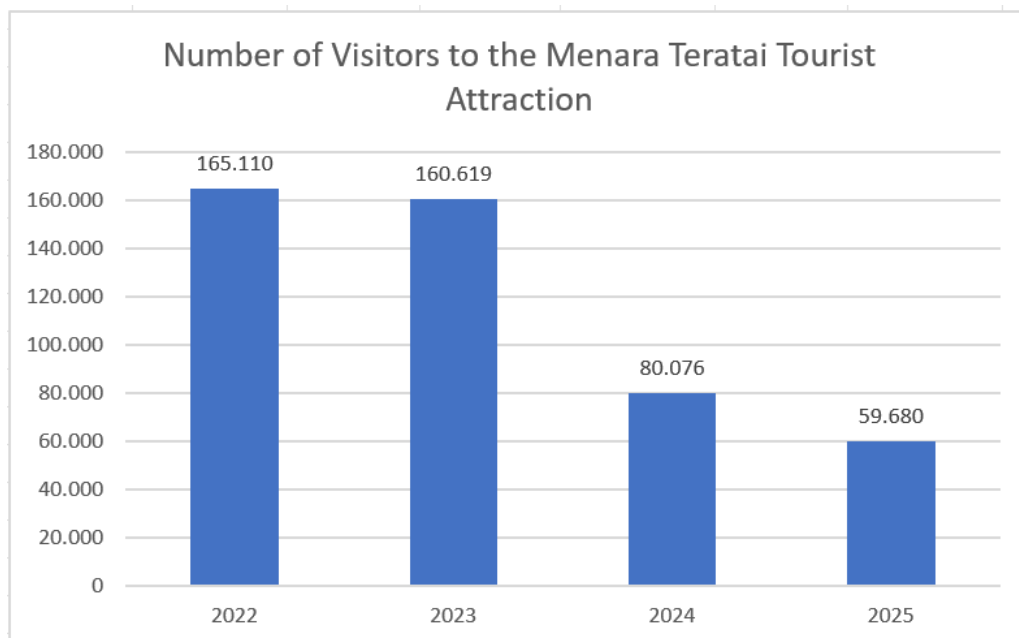
Tourism is one of the strategic sectors that plays a significant role in promoting regional development and economic growth. The tourism sector is not merely a source of entertainment but also an industry with substantial multiplier effects on the development of other sectors (Chidakel et al., 2021). In this regard, tourism can enhance the overall economy in various ways, such as reducing unemployment and increasing regional revenue through taxes, levies, and tourist expenditures (Pradnyana & Saskara, 2025).

The importance of the tourism sector is also emphasized in Law Number 10 of 2009 on Tourism, which states that tourism development aims to promote economic growth, expand employment and business opportunities, encourage regional development, preserve the environment and culture, and strengthen national identity. In line with this policy, the implementation of regional autonomy grants broader authority to local governments to manage and develop their regional potential, including through the development of tourist attractions that can enhance regional competitiveness (Lao et al., 2021). In this context, various local governments

have sought to innovate and diversify tourist attractions to broaden the tourism market while optimizing the utilization of local potential.

Banyumas Regency is one of the regencies in Central Java Province with diverse tourism potential, encompassing both natural and man-made attractions (Dewi et al., 2020). Traditionally, Banyumas tourism has been primarily associated with the Baturraden natural tourism area (Sarpini & Aziz, 2023; Ahdiati & Kusumanegara, 2020). However, the growing trend of urban tourism, along with the need to strengthen the regional economy, has encouraged the Banyumas Regency Government to diversify its tourism appeal by developing new tourist attractions in urban areas (Agustina et al., 2025). One implementation of this strategy is the construction and development of the Menara Teratai Tourist Attraction, located in the city center and managed by the BLUD UPTD Teratai Mas Tourism Services Unit of Banyumas Regency. Menara Teratai was designed as an iconic landmark with symbolic value for the people of Banyumas while also serving as a new tourist attraction expected to attract visitors from various regions (Kurnia, 2026).

The introduction of a new tourist attraction with distinctive visual appeal and a unique concept was expected to increase tourist interest in visiting, both from within and outside Banyumas Regency. However, the actual phenomenon has shown the opposite trend. Since the official inauguration of the Menara Teratai Tourist Attraction on April 27, 2022, the number of visitors has continued to decline. This downward trend in visitor numbers is illustrated in Figure 1 below.



Source: Dinporabudpar, 2022–2025; processed data.

Figure 1. Number of Tourist Visits to the Teratai Tower Tourist Attraction in Banyumas Regency

Figure 1 shows that in 2022, the number of visitors reached 165.110. In 2023, this figure declined to 160.619. The number decreased further in 2024, when visitor attendance fell to only half of the 2023 total, reaching 80.076 visitors, and continued to decline in 2025 to 59.680 visitors.

This decline is reflected not only in the actual number of tourists recorded through admission ticket sales but also in the number of potential visitors, as indicated by parking ticket sales. The parking ticket sales data are presented below.

Table 1. Number of Parking Tickets Sold at the Teratai Tower Tourist Attraction.

No	Vehicle Type	Year			
		2022 (tickets)	2023 (tickets)	2024 (tickets)	2025 (tickets)
1.	Motorcycle	94.425	179.935	128.178	83.504
2.	Car	60.284	89.363	62.452	41.753
3.	Minibus	873	1.695	1.523	1.255
4.	Bus	468	968	1.202	943
Total		156.050	271.961	193.355	127.455

Source: Teratai Mas Tourism Service Unit (UPTD), Banyumas Regency; processed data.

Based on Table 1, it can be seen that private vehicles, particularly motorcycles and cars, consistently accounted for the largest number of parking tickets sold compared with other types of vehicles. The total number of parking tickets sold across all vehicle categories was 156.050 in 2022 and increased to 271.961 in 2023. However, this figure declined to 193.355 tickets in 2024 and continued to decrease to 127.455 tickets in 2025. This indicates a decline in the number of potential visitors to the Menara Teratai Tourist Attraction.

The decline in visitor numbers, both actual and potential, has the potential to affect various sources of revenue generated from the management of the Menara Teratai Tourist Attraction. These sources include revenue from admission ticket sales, parking services, land rental, and maintenance services (Wahyudi, 2023). The revenue generated from these services is presented in Table 2 below.

Table 2. Revenue from Services at the Teratai Tower Tourist Attraction in Banyumas Regency.

No	Description	Year			
		2022 (IDR)	2023 (IDR)	2024 (IDR)	2025 (IDR)
1.	Revenue from admission ticket services	3.288.900.345	3.312.830.000	1.510.652.500	1.300.728.500
2.	Revenue from land rental services	204.218.600	961.965.248	777.420.554	1.049.398.600
3.	Revenue from maintenance service	32.726.500	79.841.750	62.271.800	91.975.000
4.	Revenue from parking services	612.662.000	1.036.245.000	614.340.000	501.677.000
Total		4.138.507.445	5.390.881.998	2.964.684.854	2.943.779.100

Source: Dinporabudpar, 2022–2025 processed data.

Table 2 shows that revenue generated from the services of the Menara Teratai Tourist Attraction in Banyumas Regency has generally fluctuated. When examined by service category, admission ticket revenue contributed the largest share of total revenue. In 2022, admission ticket revenue reached IDR 3.288.900.345 and increased slightly to IDR 3.312.830,000 in 2023. However, it declined significantly in 2024 to IDR 1.510.652.500 and decreased further to IDR 1.300.728.500 in 2025. Meanwhile, revenue from land rental, maintenance services, and parking tended to exhibit a more fluctuating pattern. In 2023, revenue from all three services increased, then declined in 2024. In 2025, revenue from land rental and maintenance services increased again, whereas parking revenue continued to decline.

Thus, Figure 1, Table 1, and Table 2 indicate that changes in the number of visitors can affect the revenue generated. When visitor numbers decline, the revenue generated by the tourist attraction also tends to decrease, resulting in fluctuating overall revenue. This suggests that if the

current trend continues, the economic potential of the attraction will not be fully realized. Therefore, more targeted development efforts are needed to enable the Menara Teratai Tourist Attraction to regain its appeal to visitors while optimizing the revenue it generates. The findings of this study are expected to provide valuable input for the local government and other relevant stakeholders in formulating appropriate improvement strategies, thereby supporting the optimal development of the Menara Teratai Tourist Attraction.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

1. *Tourism*

According to Law Number 10 of 2009 on Tourism,, tourism is defined as "a variety of tourism activities supported by various facilities and services provided by the community, businesses, the Central Government, and Local Governments." In terms of management, the tourism sector can be administered by various entities, including both the public and private sectors. One management model that has developed in Indonesia is the Regional Public Service Agency (Badan Layanan Umum Daerah/BLUD) scheme, which operates under local government administration. Under the BLUD model, tourist attractions can operate with greater flexibility, similar to business entities, thereby improving operational efficiency and service quality. The Menara Teratai Tourist Attraction is one of the attractions managed by the BLUD Regional Technical Implementation Unit (UPTD) Teratai Mas Tourism Services of Banyumas Regency as part of an effort to optimize revenue and enhance the attraction's competitiveness.

2. *Tourist Attraction*

According to Yoeti (1996), as cited in Hakim (2019), a tourist attraction is anything that possesses appeal and motivates tourists to visit. In tourism literature, the 4A concept is widely recognized as a framework for analyzing the essential components that a tourist attraction should possess in order to develop and remain competitive. According to Cooper et al. (1993), as cited in Suwena & Widyatmaja (2017), these four components are Attraction, Amenities, Accessibility, and Ancillary Services.

3. *Tourist*

According to Rahim (2025), tourists are individuals or groups who travel to a tourism destination for specific purposes, such as recreation, education, health, or business. Based on the nature of their travel, background, and circumstances, tourists can be classified into foreign tourists, domestic foreign tourists, domestic tourists, indigenous foreign tourists, transit tourists, and business tourists.

4. *Tourist Attraction Development Strategy*

In practice, a development strategy requires strategic planning that includes an analysis of the organization's internal and external environments in order to formulate, implement, and evaluate appropriate strategies for achieving established objectives (Rangkuti, 2015; Hunger & Wheelen, 2003, as cited in Pramudita, 2023). According to Chandler (1962), as cited in Riswanto et al. (2024), strategy is a long-term plan designed to achieve organizational objectives through the optimal utilization of available resources.

5. *Marketing Mix*

According to Trimurti & Utama (2020), the marketing mix can be understood as a combination of controllable marketing variables that companies or organizations use to achieve their sales objectives in target markets. In its basic form, the marketing mix consists of the 4Ps: Product, Price, Place, and Promotion. In tourism marketing, several additional marketing elements have been developed from the product component, namely Attraction, Accessibility, Amenity, and

Ancillary Services. In this study, the 4A+3P tourism marketing mix is used as the analytical framework, particularly for examining the internal factors of the Menara Teratai Tourist Attraction to identify the extent to which its facilities and services meet visitors' expectations. The findings then serve as the basis for formulating strategies to increase visitor numbers.

6. External Environmental Analysis

External environmental analysis is an important stage in strategic management that aims to identify and evaluate various events, trends, and changes occurring outside the organization's control that may influence the successful achievement of its objectives. According to David & David (2016), the primary purpose of an external audit is to develop a limited list of opportunities that may benefit the organization and threats that should be avoided or whose impacts should be minimized. These opportunities and threats may arise from five categories of external forces: (i) Economic Forces; (ii) Social, Cultural, Demographic, and Environmental Forces; (iii) Political, Governmental, and Legal Forces; (iv) Technological Forces; and (v) Competitive Forces.

RESEARCH METHODS

This study employed both qualitative and quantitative descriptive approaches. The research object was the Menara Teratai Tourist Attraction in Banyumas Regency, with the research subjects consisting of the attraction's management and visiting tourists. Sampling was conducted using a non-probability sampling technique through the accidental sampling method, in which respondents were selected based on whoever happened to be encountered by the researcher (Wahyudi et al., 2023). The sample size was determined using the Slovin formula based on the number of visitors in 2025, resulting in a total sample of 100 tourist respondents.

1. IFAS Matrix

The Internal Factor Analysis Summary (IFAS) Matrix is used to analyze an organization's internal conditions, enabling it to identify its internal position and determine appropriate strategies (Rangkuti, 2015). The steps involved in constructing the IFAS Matrix are as follows: (1) compiling a list of internal factors consisting of strengths and weaknesses that may affect the organization, (2) assigning a weight to each factor in the second column, ranging from 1.0 (very important) to 0.0 (not important); (3) assigning a rating to each factor, where for strength factors the ratings are positive: a major strength receives a rating of 4, a minor strength a rating of 3, a minor weakness a rating of 2, and a major weakness a rating of 1. Conversely, for weakness factors, the ratings are interpreted inversely: a major weakness receives a rating of 1, a minor weakness a rating of 2, a minor strength a rating of 3, and a major strength a rating of 4; (4) multiplying the weight by the rating to obtain the weighted score; (5) adding comments; and (6) summing all weighted scores.

2. EFAS Matrix

The External Factor Analysis Summary (EFAS) Matrix is used to analyze the extent to which external factors (opportunities and threats) influence organizational strategy and how the organization responds to them (Rangkuti, 2015). The steps involved in constructing the EFAS Matrix are as follows: (1) compiling a list of external factors consisting of opportunities and threats that may affect the organization; (2) assigning a weight to each factor in the second column, ranging from 1.0 (very important) to 0.0 (not important); (3) assigning a rating to each factor, where for opportunity factors the ratings are positive: a major opportunity receives a rating of 4, a minor opportunity a rating of 3, a minor threat a rating of 2, and a major threat a rating of 1. Conversely, for threat factors, the ratings are interpreted inversely: a major threat receives a rating of 1, a minor threat a rating of 2, a minor opportunity a rating of 3, and a major opportunity a rating of 4; (4) multiplying the weight by the rating to obtain the weighted score; (5) adding comments; and (6) summing all weighted scores.

3. IE Matrix

The Internal-External (IE) Matrix positions organizational divisions into nine cells based on two main dimensions, namely internal conditions and external conditions. The internal dimension is measured using the total IFAS score and plotted on the X-axis, while the external dimension is measured using the total EFAS score and plotted on the Y-axis. On the X-axis, an IFAS score of 1.0-1.99 indicates a weak internal condition, a score of 2.0-2.99 indicates an average or moderate condition, and a score of 3.0-4.0 indicates a strong internal condition. Meanwhile, on the Y-axis, an EFAS score of 1.0-1.99 indicates a low response to the external environment, a score of 2.0-2.99 indicates a moderate response, and a score of 3.0-4.0 indicates a strong response to external opportunities and threats (David & David, 2016). This matrix generates three main strategic implications based on the division's position within the nine cells (Rangkuti, 2015). These implications include: (1) Growth Strategy, achieved through internal growth (Cells I, II, and V) or through diversification (Cells VII and VIII); (2) Stability Strategy (Cell IV); and (3) Retrenchment Strategy (Cells III, VI, and IX).

4. SWOT Analysis

This matrix helps illustrate how opportunities and threats arising from external factors can be aligned with the strengths and weaknesses possessed by the organization.

Table 3. SWOT Matrix

IFAS	Strengths (S) (Identify 5-10 internal strengths)	Weaknesses (W) (Identify 5-10 internal weaknesses)
Opportunities (O) (Identify 5-10 internal opportunities)	Strategy SO (Develop strategies that utilize strengths to capitalize on opportunities)	Strategy WO (Develop strategies that minimize weaknesses to capitalize on opportunities)
Threats (T) (Identify 5-10 internal threats)	Strategy ST (Develop strategies that utilize strengths to overcome threats)	Strategy WT (Develop strategies that minimize weaknesses and avoid threats)

Based on the SWOT Matrix, several alternative strategies can be formulated for implementation by the organization. These strategies consist of SO (Strengths-Opportunities) Strategies, which are developed by leveraging the organization's internal strengths to capitalize on opportunities available in the external environment; ST (Strengths-Threats) Strategies, which utilize the organization's strengths to overcome or mitigate the impact of external threats; WO (Weaknesses-Opportunities) Strategies, which focus on exploiting available opportunities while reducing or addressing organizational weaknesses; and WT (Weaknesses-Threats) Strategies, which are defensive in nature and aim to minimize organizational weaknesses while avoiding threats arising from the external environment.

RESULTS AND DISCUSSION

1. Based on the IFAS Matrix Analysis Result

The internal factor analysis was conducted to identify the strengths and weaknesses of the Menara Teratai Tourist Attraction. The results of the IFAS Matrix analysis produced a total score of 3.20, indicating that the Menara Teratai Tourist Attraction has a strong internal condition, enabling it to capitalize on its existing strengths while minimizing its weaknesses. The results of the IFAS Matrix analysis are presented in Table 4 below.

Table 4. Results of the IFAS Matrix Analysis.

No.	Internal Factors	Weight	Rating	Weight x Rating	Comments
A.	Strengths				
1.	The architecture of the Teratai Tower is highly unique and easily recognizable.	0,1	4	0,4	Serves as the attraction's primary distinctive feature.
2.	The facilities available within the Teratai Tower area are complete and well maintained.	0,075	3	0,225	Supports visitor comfort.
3.	The admission fee for Teratai Tower is relatively affordable.	0,075	3	0,225	Does not impose a significant financial burden on visitors.
4.	Parking fees within the Teratai Tower area are relatively affordable.	0,075	3	0,225	Does not impose a significant financial burden on visitors.
5.	The variety of rides and tourist attractions surrounding Teratai Tower is sufficiently diverse.	0,075	3	0,225	Provides visitors with a range of tourism activities.
6.	Regular events and activities are organized to attract visitors.	0,1	4	0,4	Enhances the attraction's appeal.
7.	Tourism promotion activities have been implemented effectively.	0,1	4	0,4	Helps disseminate tourism information.
8.	The services provided by the tourism management are generally satisfactory.	0,075	3	0,225	Contributes to a positive visitor experience.
9.	Visitor satisfaction with the panoramic views from Teratai Tower is high.	0,1	4	0,4	Enhances the attraction's appeal.
10.	Overall visitor satisfaction falls within the satisfied category.	0,075	3	0,225	Reflects positive visitor perceptions.
B.	Weaknesses				
1.	There are no souvenir vendors within the tourist attraction area.	0,05	2	0,1	Reduces the added value of the tourism experience.
2.	Ticket promotion programs are limited to specific segments (group visitors).	0,025	1	0,025	Promotional outreach remains limited.
3.	The maintenance and upkeep costs of the tower structure are high.	0,05	2	0,1	Increases operational and management expenses.
4.	The number of human resources with a tourism-related educational background remains limited.	0,025	1	0,025	May affect service quality.
	Total	1		3,2	

Based on Table 4, the primary strengths of the Menara Teratai Tourist Attraction are its unique and easily recognizable architecture, the availability of regular events and activities that attract visitors, well-implemented tourism promotion efforts, and visitors' high level of satisfaction with the panoramic views offered by Menara Teratai. These four factors each received the highest rating of 4. These findings indicate that the attraction's distinctive identity, supporting activities, promotional efforts, and the visitor experience are key factors in attracting tourist visits.

On the other hand, the main weaknesses of the Menara Teratai Tourist Attraction are the limited ticket promotion programs and the insufficient number of personnel with tourism-related educational or professional backgrounds. Both factors received a rating of 1, indicating that promotional efforts need to be expanded to reach all tourist segments, while the quality of human resources should be enhanced to support more professional management of the tourist attraction. In addition, the absence of souvenir vendors within the tourist area and the high costs associated with maintaining the tower are also weaknesses that require attention. In this regard, the questionnaire results indicate that visitors expect the addition of vendors selling Menara Teratai-themed souvenirs, which could strengthen the attraction's identity while simultaneously supporting the economic activities of the surrounding community.

2. Based on the EFAS Matrix Analysis Result

The external factor analysis was conducted to identify the opportunities and threats affecting the development of the Menara Teratai Tourist Attraction. The results of the EFAS Matrix analysis produced a total score of 3.363636. This score indicates that the Menara Teratai Tourist Attraction has a strong capability to capitalize on external opportunities and effectively respond to threats arising from its external environment. The results of the EFAS Matrix analysis are presented in Table 5 below.

Table 5. Results of the EFAS Matrix Analysis.

No.	External Factors	Weight	Rating	Weight x Rating	Comments
A.	Opportunities				
1.	The tourist attraction is strategically located and easily accessible.	0,114286	4	0,457143	Facilitates visitor access to the attraction.
2.	Educational institutions offering tourism-related study programs are available.	0,114286	4	0,457143	Supports human resource development.
3.	Most visitors who have previously visited express a willingness to return.	0,114286	4	0,457143	Indicates strong potential for repeat visits.
4.	Festivals and events organized by local authorities or external parties are utilized as tourism promotion platforms.	0,114286	4	0,457143	Supports promotional activities.
5.	Collaboration with government agencies and other stakeholders exists in the development of the Teratai Tower Tourist Attraction.	0,114286	4	0,457143	Supports tourism attraction development.
6.	The advancement of internet technology creates opportunities to enhance tourism promotion and information accessibility.	0,114286	4	0,457143	Facilitates promotion and information dissemination.
B.	Threats				

No.	External Factors	Weight	Rating	Weight x Rating	Comments
1.	The presence of competing tourist attractions with greater appeal.	0,057143	2	0,114286	May reduce visitor numbers.
2.	Changes in environmental conditions or the occurrence of extreme weather events.	0,028571	1	0,028571	May reduce visitor comfort during tourism activities.
3.	Changes in economic conditions.	0,028571	1	0,028571	May affect visitors' ability to engage in tourism activities.
4.	Changes in government policies.	0,028571	1	0,028571	May affect tourism management practices.
5.	Changes in tourist preference trends when selecting tourism destinations.	0,057143	2	0,114286	May reduce visitation interest.
6.	Lack of visitor awareness regarding cleanliness and environmental sustainability at the Teratai Tower Tourist Attraction.	0,057143	2	0,114286	May negatively affect visitor comfort and tourism experiences.
Total		1		3,363636	

Based on Table 4, all opportunity factors received a rating of 4, indicating that the external environment offers significant opportunities for the development of the Menara Teratai Tourist Attraction. Its strategic and easily accessible location is one of the key factors that facilitates tourist visits. In addition, the presence of educational institutions offering tourism study programs provides opportunities for human resource development through partnerships that can be established by the attraction's management.

Visitors' willingness to return also represents a highly important opportunity for the attraction's development. Most respondents expressed their intention to revisit because they consider Menara Teratai to be attractive, comfortable, and easily accessible. Nevertheless, respondents expect improvements in cleanliness, the addition of new attractions, enhanced facilities, discount programs, and a wider variety of events to further improve the overall visitor experience.

The use of festivals and events as tourism promotion tools, together with partnerships with various institutions, also presents opportunities that can be leveraged to increase visitor numbers. Furthermore, the growth of internet technology provides substantial opportunities to expand promotional efforts and improve access to tourism information. Respondents expect digital marketing to be further enhanced through the creation of engaging, distinctive, informative, and social media trend-oriented content capable of reaching a broader audience of potential visitors.

Despite these considerable opportunities, the Menara Teratai Tourist Attraction also faces several threats. The most significant threats stem from the presence of competing tourist attractions that offer greater appeal and from changing tourist preferences in selecting destinations. These conditions indicate that competition among tourist attractions is becoming increasingly intense, requiring management to continuously innovate in order to maintain visitor interest. Additional threats arise from environmental changes, economic conditions, government policies, and the relatively low level of awareness among some visitors regarding the importance of maintaining the cleanliness and sustainability of the tourist area.

3. Based on the IE Matrix Analysis Result

The Internal-External (IE) Matrix analysis was conducted by plotting the total IFAS score of 3.20 on the X-axis and the total EFAS score of 3.363636 on the Y-axis, as illustrated in Figure 2 below.

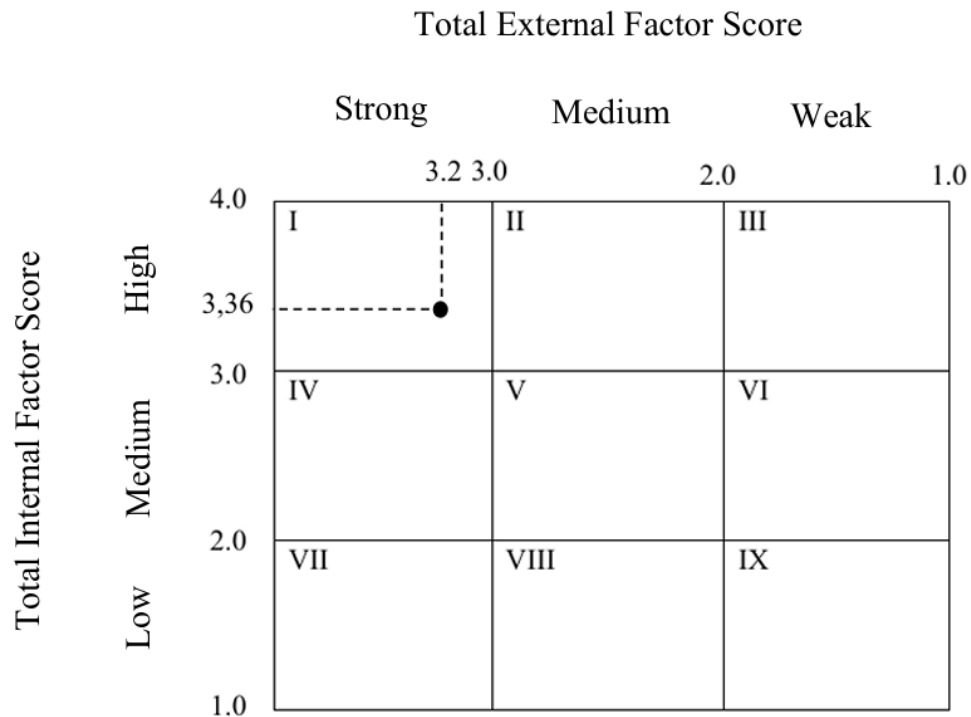


Figure 2. Results of the IE Matrix Analysis of the Teratai Tower Tourist Attraction

Based on Figure 2, the results of the IE Matrix analysis indicate that the Menara Teratai Tourist Attraction is positioned in Cell I. This position indicates that the attraction possesses a strong internal condition and a favorable external environment. Accordingly, the recommended strategy is a growth strategy with a concentration through vertical integration. According to Rangkuti (2015), this strategy can be implemented through backward integration, by assuming the role of suppliers, and forward integration, by taking over the functions of distributors. At the Menara Teratai Tourist Attraction, backward integration can be applied by increasing control over various operational support activities, such as independently managing souvenir products, strengthening the management of tourism facilities, and/or providing other supporting services internally. Meanwhile, forward integration can be implemented by increasing control over distribution activities and relationships with visitors or other parties that interact directly with the market. Its implementation may include the development of a direct reservation and ticketing system to reduce dependence on third-party agents. In addition, the Menara Teratai Tourist Attraction, through the Youth, Sports, Culture, and Tourism Office (Dinporabudpar) of Banyumas Regency, could implement cross-selling or bundled ticket programs across destinations. For example, tourists could be offered a single package that allows them to visit both Lokawisata Baturraden and Menara Teratai as part of one integrated travel itinerary.

4. Based on the SWOT Analysis Result

The SWOT analysis was conducted by integrating the internal and external factors to generate alternative strategies that can be implemented to increase the number of visitors to the Menara Teratai Tourist Attraction. The results of the SWOT analysis are presented below.

Table 6. Results of the SWOT Analysis of the Teratai Tower Tourist Attraction.

IFAS	Strengths (S)	Weaknesses (W)
	1. The architecture of the Teratai Tower is highly unique and easily recognizable. 2. The facilities available within the Teratai Tower area are comprehensive and well maintained. 3. The admission fee for the Teratai Tower is relatively affordable. 4. Parking fees within the Teratai Tower area are relatively affordable. 5. The variety of rides and tourist attractions surrounding the Teratai Tower is sufficiently diverse. 6. Regular events and activities are organized to attract visitors. 7. Tourism promotion activities have been implemented effectively. 8. The services provided by the tourism management are generally of a high standard. 9. Visitor satisfaction with the panoramic views offered by the Teratai Tower is categorized as very satisfied. 10. Overall visitor satisfaction falls within the satisfied category.	1. There are no souvenir vendors within the tourist attraction area. 2. Ticket promotion programs remain limited to specific segments, particularly group visitors. 3. The maintenance and upkeep costs of the tower structure are high. 4. The number of human resources with a tourism-related educational background remains limited.
EFAS	Strategy SO	Strategy WO
Opportunities (O) 1. The tourist attraction is strategically located and easily accessible. 2. Educational institutions offering tourism-related study programs are available. 3. The majority of previous visitors express a willingness to revisit the attraction.	Strategy SO 1. Preserve the uniqueness of the Teratai Tower's architecture by positioning it as the primary icon in tourism promotion activities. 2. Enhance the quality and maintenance of existing facilities to provide visitors with a more comfortable and enjoyable tourism experience at the Teratai Tower Tourist Attraction.	Strategy WO 1. Establish partnerships with local micro, small, and medium-sized enterprises (MSMEs) to provide Teratai Tower-themed souvenirs. 2. Utilize digital media platforms to expand ticket promotion programs and reach a wider range of tourist segments.

4. Festivals and events, whether organized by local authorities or external parties, are utilized as platforms for tourism promotion. 5. Collaboration with government agencies and other stakeholders supports the development of the Teratai Tower Tourist Attraction. 6. Advances in internet technology provide opportunities to enhance tourism promotion and improve access to tourism-related information.	3. Optimize digital marketing through social media platforms (such as TikTok and Instagram), the official website, and interactive content to expand market reach. 4. Strengthen collaboration between Teratai Tower's regular events and regional festivals or external organizations to broaden promotional outreach and increase tourist visitation. 5. Improve service quality by providing more informative and responsive assistance to enhance visitor satisfaction and foster visitor loyalty..	3. Collaborate with educational institutions offering tourism-related programs to support the development of competent human resources.
Threats (T)	Strategy ST	Strategy WT
1. The presence of competing tourist attractions that offer greater appeal. 2. Changes in environmental conditions or the occurrence of extreme weather events. 3. Changes in economic conditions. 4. Changes in government policies. 5. Shifts in tourist preferences when selecting tourism destinations. 6. Limited visitor awareness regarding the importance of maintaining cleanliness and preserving the sustainability of the Teratai Tower Tourist Attraction.	1. Enhance supporting facilities such as gazebos, seating areas, and sheltered spaces to anticipate changes in weather conditions. 2. Increase visitor awareness regarding cleanliness and environmental sustainability at the Teratai Tower Tourist Attraction through educational initiatives and the provision of adequate facilities. 3. Maintain affordable admission fees and parking rates as a competitive advantage during periods of economic uncertainty. 4. Develop innovative attractions that align with tourism trends and visitor expectations, such as new photo spots, thematic gardens, educational attractions, cultural performances, and green open spaces, to ensure continued relevance and appeal to visitors.	1. Enhance competitiveness by improving facilities, tourism attractions, and service quality, thereby enabling the Teratai Tower Tourist Attraction to compete more effectively with other destinations perceived as more attractive. 2. Develop more flexible and diverse ticket promotion programs to maintain visitor interest during periods of changing economic conditions.

Based on Table 6, the results of the SWOT analysis in this study indicate that the strategy for increasing the number of visitors to the Menara Teratai Tourist Attraction should focus on preserving its unique architectural identity, improving the quality of facilities and services, optimizing digital promotion, developing tourism attractions, and strengthening collaboration with various stakeholders. These findings are consistent with the study by Ratnasari (2018), which

recommends the development of local potential, the improvement of facilities, innovation in tourism attractions, and the strengthening of partnerships as strategies for tourist attraction development. Similar findings were also reported by Handayani et al. (2022), who concluded that enhancing the quality of tourism attractions, improving facilities, strengthening digital promotion, and developing the quality of human resources are essential strategies for increasing the competitiveness of tourist attractions.

The strategies emphasizing the development of tourism attractions, optimization of promotional activities, empowerment of local communities, and improvement of human resource quality are also consistent with the findings of Djuwendah et al. (2021) dan Suwarsito et al. (2022). Both studies demonstrate that increasing the diversity of tourism attractions, strengthening promotional efforts, developing partnerships, and enhancing human resource capacity are key factors in supporting the sustainable development of tourist attractions. Therefore, the strategies formulated in this study are considered to be well aligned with the internal and external conditions of the Menara Teratai Tourist Attraction and are supported by the findings of previous research.

CONCLUSION

The findings of this study indicate that the primary strengths of the Menara Teratai Tourist Attraction lie in its unique architecture, the organization of events, effective promotional activities, and visitors' satisfaction with the panoramic views it offers. Its main weaknesses include limited ticket promotion programs and an insufficient number of human resources with tourism-related backgrounds. From an external perspective, the principal opportunities stem from the attraction's strategic location and the strong intention of tourists to revisit, and the primary threats are associated with changes in environmental conditions and government policies. Based on the IE Matrix analysis, the Menara Teratai Tourist Attraction is positioned in Cell 1, indicating strong internal and external conditions. Accordingly, the recommended strategy is a growth strategy with a concentration through vertical integration. The SWOT analysis further indicates that the proposed strategy should focus on leveraging the attraction's existing strengths and opportunities while minimizing its weaknesses and anticipating potential threats in order to increase visitor numbers and support the sustainable development of the tourist attraction.

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