

Identification of the Marketing Mix for Tourism Development at Jenon Spring

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Abstract: This study aims to identify the service marketing mix for tourism development in Jenon Spring (Sumberjenon), a natural tourist attraction in Gunungronggo Village, Tajinan District, Malang Regency, Indonesia. This descriptive qualitative study uses empirical data that has gone through a SWOT analysis to identify internal and external factors that may influence tourism development in Jenon Spring. Data sources come from interviews with the Mata Air Jenon destination manager, Village Apparatus, and Tourists. The results of the study indicate that the service marketing mix has a positive effect on the development of this tourist attraction and should be considered when determining and designing strategies to develop the tourist attraction in attracting potential tourists. The results also found that support from other related parties, including the government, private institutions, and the community is essential. However, several weaknesses were also identified, including security, safety, and human resources. The unique traditions of the local community in Jenon Spring are strong development opportunities, while competition with other similar tourist attractions and weather-related constraints were identified as possible threats.

Keywords: Service Marketing Mix; Tourist Attraction Development; SWOT

Abstrak: Penelitian ini bertujuan untuk mengidentifikasi bauran pemasaran jasa untuk pengembangan pariwisata di Mata Air Jenon (Sumberjenon), objek wisata alam di Desa Gunungronggo Kecamatan Tajinan Kabupaten Malang, Indonesia. Penelitian kualitatif deskriptif ini menggunakan data empiris yang telah melalui analisis SWOT untuk mengidentifikasi faktor internal dan eksternal yang mungkin memengaruhi pengembangan pariwisata di Mata Air Jenon. Sumber data berasal dari wawancara dengan pengelola destinasi Mata Air Jenon Perangkat Desa, dan Wisatawan. Hasil penelitian menunjukkan bahwa bauran pemasaran jasa memiliki efek positif terhadap pengembangan objek wisata ini dan harus dipertimbangkan saat menentukan dan merancang strategi untuk mengembangkan objek wisata dalam menarik calon wisatawan. Hasil penelitian juga menemukan bahwa dukungan dari pihak terkait lainnya, termasuk pemerintah, lembaga swasta, dan masyarakat sangat diperlukan.

Namun, beberapa kelemahan juga diidentifikasi, termasuk keamanan, keselamatan, dan sumber daya manusia. Tradisi unik masyarakat lokal di Mata Air Jenon merupakan peluang pengembangan yang kuat, sementara persaingan dengan objek wisata serupa lainnya dan kendala terkait cuaca diidentifikasi sebagai kemungkinan ancaman.

Kata kunci: *Bauran Pemasaran Jasa; Pengembangan Atraksi Wisata; SWOT*

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INTRODUCTION

Tourism has long been recognized as a driving force for regional economic growth and cultural preservation. In developing countries in particular, it holds significant potential to improve community welfare while reinforcing local identity. Yet, achieving consistent tourist satisfaction and trust remains a persistent challenge. As noted by Barber and Barber (2023), trust is a key determinant of how tourists perceive a destination, influencing their willingness to visit and return. This trust, however, is not built solely on service quality—it is equally shaped by continuous promotion, community engagement, and collaboration among various stakeholders (Ghanem et al., 2022).

To respond to these multifaceted demands, the marketing mix strategy, especially the 7Ps framework—product, price, place, promotion, people, process, and physical evidence—offers a holistic approach to developing and promoting tourist destinations. This strategy not only supports effective promotion but also enhances the overall service experience for visitors. Despite its established relevance in tourism management, current literature shows a gap in understanding how these seven components function together within rural, community-based tourism contexts. Most previous studies (Supriono et al., 2023; Gupta et al., 2023) have concentrated on urban or institutionally governed destinations, leaving the dynamics of localized, community-managed sites underexplored. Given the growing competition among tourist destinations and the increasing urgency for sustainability, examining the application of the 7Ps in such settings is both timely and necessary.

One such setting is Jenon Spring, located in Gunungronggo Village, Malang Regency, Indonesia. This eco-cultural destination is managed by the local community and stands out for its unique blend of natural beauty and cultural heritage. Its rich mythology, community rituals, and environmental features make it a compelling case for examining how integrated marketing strategies are—or could be—effectively applied in a grassroots tourism setting. This study, therefore, aims to analyze how the service marketing mix (7Ps) is implemented in the development of Jenon Spring, and to evaluate the role of community and stakeholder involvement in ensuring the destination's long-term sustainability.

LITERATURE REVIEW

Tourism Development

Tourism development strategies are a combination of different types of support, including accessibility and transportation, marketing, the characteristics of

the tourism infrastructure, the level of social interactions, compatibility with other sectors, resistance to the impact of tourism, and the resistance of local communities (Abbas et al., 2025). This complexity has been increasingly addressed in emerging literature focusing on sustainable tourism frameworks (Arikan et al., 2025). Accessibility and tourism infrastructure quality remain vital components, influencing visitor satisfaction and destination loyalty (Yusuf & Chen, 2025).

Marketing Mix

The marketing mix is a strategy to achieve certain goals using a marketing perspective that takes into account market conditions (Abedian et al., 2022). Kotler and Armstrong (2018) explained the marketing mix as a group of marketing tips that companies can use to achieve their marketing goals in their target market. The marketing mix has several elements known as the 7 Ps. Recent studies reaffirm that the 7Ps strategy remains relevant across tourism contexts, especially rural and community-based destinations (Janjua et al., 2023). A comprehensive understanding of product, price, place, promotion, people, process, and physical evidence helps deliver holistic service quality and enhances competitive advantage (Othman et al., 2021).

Product. A product is a good or service that can satisfy consumer needs. Goods are tangible, while services are intangible. Services are arranged based on a collection of benefits that lead to customer satisfaction. **Price** is the amount of money charged for a product or service. Price also determines the amount of income that will be received from sales. **Place** (place or distribution). If the product is in the form of a place, the place should be comfortable and convenient that it attracts consumers. In addition, the place should have easy access and be easy for consumers to find. Hence, the place should meet the expectations of the target market and deliver products to consumers easily. **Promotion.** Promotional activities are important, and promotional strategies should be selected to fit the market conditions precisely. Promotional activities can promote products directly or indirectly. Effective and efficient promotional strategies convey essential information to consumers. **People.** People's actions, performance and experience, have a significant impact on the delivery of services. The competence of human resources is a main aspect to consider because competent and consistent service provision can influence consumers' trust. In addition, service providers also need to consider their appearance and expertise. **Physical evidence.** A place that facilitates interactions between consumers and service providers is needed. **Process.** The service management tries to create services that meet the consumers' needs. Customer loyalty also needs to be high because consumers with high levels of satisfaction are more likely to make repeat purchases (Putri et al., 2024). The efficiency of the services offered also needs to be properly evaluated to ensure that they run well. All of these aspects need to be designed properly before the management process in for optimal outcome.

Digital transformation, including social media integration and digital trust-building, has received growing scholarly attention (Tong & Chan, 2022; Elshaer et al., 2024). These aspects have implications for destination image and tourist revisit intentions. Community engagement and traditional rituals also form a crucial part of destination identity. Literature emphasizes the impact of human factors—both in service delivery and in fostering cultural authenticity (Alharbi et al., 2021; Rubino et al., 2025). Moreover, risk mitigation and safety management—areas previously

underexplored—are now central in tourism discussions (Ritchie & Jiang, 2021). New methodologies, such as scenario planning and risk modeling, offer insights for developing resilient tourism ecosystems (Chowdhury et al., 2024). In line with recent findings, sustainable tourism is no longer just about environmental preservation, but also about ensuring economic, cultural, and technological adaptability (Sfodera et al., 2024).

SWOT Analysis

A SWOT analysis identifies the strengths, weaknesses, opportunities, and threats that determine an organization's performance. External information, including opportunities and threats, can be obtained from sources such as customers, government documents, suppliers, banks, and partners in other organizations. Rangkuti (2016) noted that a SWOT analysis is a systematic identification of various factors needed to formulate an effective company strategy. SWOT analysis is an overall evaluation of the strengths, weaknesses, opportunities, and threats that affect a particular situation.

RESEARCH METHOD

This research adopts a qualitative case study design to investigate the marketing mix strategy implemented at Jenon Spring. Data collection methods included semi-structured interviews, non-participatory field observations, and document analysis. Participants: A total of 10 informants were selected using purposive sampling, including managers, local government officials, and visiting tourists. Interviews: Conducted using a semi-structured format to allow flexibility while maintaining thematic consistency. Observation: Conducted during peak tourism periods (December 2024), focusing on infrastructure, visitor behavior, and managerial practices. Data Analysis: Thematic content analysis was applied using the Miles and Huberman interactive model, involving data condensation, display, and conclusion drawing.

RESULT AND DISCUSSION

Result

SWOT Analysis

The SWOT analysis results provide a comprehensive overview of the strengths, weaknesses, opportunities, and threats faced. By understanding these four aspects, more appropriate strategies can be formulated to support the achievement of objectives. The results of the SWOT analysis are as follows:

Strengths

The natural setting of Jenon Spring is well-maintained because Gunungronggo Village is still a natural place with beautiful scenery and large rice fields. Settlements in the area are not densely populated, and the village is still surrounded by lots of trees, fresh water and fresh air. Another strength is the myths of Jenon Spring, which are believed by the local community. One myth tells of the existence of 37 sengkaring fish. This fish has a length of about 50–170 cm, and the local community believes that the number of fish remains the same and has never decreased. Another myth is related to the water of Jenon Spring. When the water is milky white, it is believed to

have healing properties and can cure disease, while blackish water is believed to bring disaster. A further strength is the availability of adequate government support, as demonstrated by the strong cooperation between the tourism management and the government's Malang District Tourism Office. Both parties collaborate well to organize training sessions and seminars on tourism development to improve the community's knowledge of tourism. In addition, direct and periodic monitoring and visits are also considered necessary to evaluate the achievements resulting from tourism development.

Weaknesses

Adequate safety measures at Jenon Spring tourist attraction are still lacking. Tourists visiting Jenon Spring must comply with some safety-related restrictions, and employees enforce their compliance. Unfortunately, the management pays less attention to this matter, as shown by the inadequate number of guards and the absence of notifications for both the water depth and the swimming ability required if visitors are to swim safely. Furthermore, Jenon Spring tourism management's limited managerial ability has led to ineffective tourism development with no clear task division for employees.

Opportunities

The communities around Jenon Spring have a unique culture, including regular rituals showing gratitude for the abundance of sustenance given by God Almighty. People come to Jenon Spring and they bring a food called Encek-encek which is a food wrapped in banana leaves. They also bring tumpeng, which is enjoyed together after praying. The community always prays for blessings, and they wish that Jenon Spring could become a leading tourist attraction in Malang District. The development of a tourist village requires several tourist attractions. The tourism village plan consists of Jenon Spring, rice field education tours, and scenic tours from the top of the hills around the Gunungronggo area. A proper target-driven strategy and design are required to develop tourism at Jenon Spring.

Threats

Competition with similar tourist attractions. There are several similar natural attractions nearby – Sumber Sirah, Bonpring and Sumber Maron. These places target middle- to lower-class tourists, and they compete in providing a better experience in all sectors, including security, atmosphere, and price, to attract more tourists. The erratic and unpredictable climate is one factor that can influence tourists' interest in visiting, especially during the rainy season. Turbid water can be burdensome during the rainy season, and the access to Jenon Spring is along an inadequate, slippery path.

The SWOT analysis results were used to design proper strategies that involve internal aspects, including Strengths and Weaknesses and the external aspects, including Threats and Opportunities.

Product

Gunungronggo Village is a promising tourist destination with several tourist attractions, including Jenon Spring, Puncak Gunungronggo, paddy field education tours, Sumber Salam, and Mount Ronggo peak attraction which is still under

construction. Complementary services to support the core services included areas for outdoor recreational activities area, bathrooms, rest areas, food stalls, and a large hall, which will be built soon. Jenon Spring is a natural, well-developed tourist attraction offering a spring in the form of a pond. The water is crystal clear, with many shady trees, making beautiful, natural surroundings.

Jenon Spring has the unique sengkaring fish, a sacred type of fish that lives in the spring. According to the management of Jenon Spring, there are 37 of these fish, and the local people believe that the number of these fish always stays the same, even though the local residents often go fishing to catch them. Traditional rituals are also performed at Jenon Spring by local residents to honor their ancestors and include nglampet and nyladran. These rituals are open to the public. The uniqueness of the source of the Jenon could increase visitors' interest in visiting this attraction.

Price

An affordable entry ticket has led to Jenon Spring being crowded with visitors, including children, students, families, and teenagers. The visitors need to be responsible for their own safety as entry tickets are cheap. They also need to maintain the cleanliness of the supporting facilities and take care of their belongings. This affordable price has allowed Jenon Spring to compete with similar attractions such as Bonpring and Sumber Sirah.

Promotion

Online media have also played a role in attracting visitors to visit Jenon Spring. One visitor admitted that he was curious after reading articles on the internet written by journalists about Jenon Spring and its exotic pools. Such articles make readers curious and astounded by the beauty of the photographs and the author's portrait of the place.

Place

Access to Jenon Spring is hindered because there are few direction signs. The area also needs fences for tourist safety to prevent tourists from crossing the tourist area's boundaries. The exit and entry routes for tourists are a one gate system. Location is not the only consideration for Place, and access and visitors' convenience which need to be considered. At Jenon Spring, access is relatively easy because the ground has been covered with asphalt. In addition, the location of this tourist spot is also close to residential areas, making it safer. However, there are not enough road signs to Jenon Spring, and new visitors often have to use products such as Google Maps to find it.

The development of Jenon Spring would not incur rental fees since this location is under the management of local residents. The management planned to use this land for the food court, currently at the tourist spot, and use the current food court area for gazebos.

Process

The manager schedules regular cleaning throughout the tourist area to ensure a pleasant, healthy environment for the visitors. Managers also carry out some construction jobs to build proper facilities for tourists. The process stage starts with cleaning the tourist area and preparation activities. Employees then open the

counters ready to serve visitors. In addition, employees simultaneously carry out activities that contribute to the development of tourism in the area, including constructing area for outdoor recreational activities, making chairs for visitors, and building gazebos. These tasks are carried out as planned, and the head manager also holds a forum every Sunday to evaluate employees' performance. There is also a forum for discussion of the development plan for the area.

People

There are five employees: Eko, Bambang, Adi, Mamat, and Made (employee coordinator). Their work is based on the principles of kinship and cooperation. There is no clear division of duties in serving visitors, maintaining facilities, and developing tourist attractions. If there are tasks to be done, they quickly and swiftly carry out the task. They also use polite and friendly language to communicate with visitors. Applying the 5S principles (polite, courteous, smile, greeting, and salutation) is one strategy that is applied to enhance visitor satisfaction at Jenon Spring.

Physical Evidence

Physical evidence in this study involved a description of the design of Jenon Spring. The design of the tourist attraction is based on modern, traditional, and environmental considerations. The modern element can be seen through the management of water. The water is managed by using a water pump to supply the water needs of the local community. The water is also used for the irrigation of rice fields in Gunungronggo Village. The management plan to improve water management by installing hydroelectric power generators. The water of Jenon Spring brings benefits to the surrounding community. The environmental element includes incense and flower baths and a calm and orderly ambiance. The traditional elements at Jenon Spring have been preserved by the local people. These include rituals or slametan – nglampet and nyladran are still held regularly to honor the unseen things that guard the place. Rituals are done to show gratitude to the environment for its abundant natural resources. The manager also provides offerings around the area on certain days, based on traditional beliefs.

Table 1. The Result SWOT

No	Variable	Indicates
1	Strengths	Natural beauty, community myths, government support
2	Weaknesses	Inadequate safety measures, poor management structure
3	Opportunities	Cultural rituals, tourism village potential
4	Threats	Competition from similar attractions, unpredictable weather

Source: Data primary (2025)

Discussion

Analysis of the weaknesses and threats led to the conclusion that evaluations should be used to measure the success of any developments. These evaluations could be done by relevant parties including the community and the management to improve the service. The results of this study are supported Dangi and Petrick (2021), and Chen (2025). Through evaluations, criticism, and suggestions, opportunities for the tourism development of Jenon Spring could be exploited more effectively. The analysis of the weaknesses and threats at Jenon Spring, particularly

concerning safety and managerial gaps, echoes the findings from studies which stress the importance of structured management systems and stakeholder coordination (Laursen et al., 2024; Colombage & Sadara, 2025).

Analysis of the strengths and threats showed that promotional activities were important. This statement is supported by Supriono et al. (2023) also Baber and Baber (2023). Promotional activities could be carried out by anyone connected with Jenon Spring, including visitors, local communities, managers, and the government. These promotional activities should highlight the characteristics and uniqueness of Jenon Spring. The promotional content, design and use of language should be carefully designed to have a strong persuasive effect on the wider community to interest them in visiting Jenon Spring. Promotional strategies for rural destinations must adapt to the evolving digital landscape. The integration of narrative storytelling, local voices, and high-quality imagery—approaches validated in recent tourism research—are found to significantly boost tourist interest (Rodrigues et al, 2023; Santarsiero et al., 2024).

Analysis of the weaknesses and threats revealed several issues that should be taken into account in the development of Jenon Spring. The most important issues concern tourists and how to deal with competitors. The result support by Mior et al. (2023). The competitors are attractions that are similar to Jenon Springfor and which also offer water-based tourism. Since competing attractions offer similar products, the manager should conduct a comparative study with these other attractions. Managers can also improve the human resource capabilities by conducting training, counseling, and other activities to support creativity and innovation.

Tourism Development of Jenon Spring

Natural tourism at Jenon Spring has considerable potential for development. This potential can be maximized through an appropriate tourism development process. The main asset of Jenon Spring is its clear water. This water can be used to support both agricultural irrigation and household needs. The use of water in this area can be maximized by building a hydroelectric power plant as planned by the manager of Jenon Spring. However, this plan cannot be accomplished in the short-term, as it is necessary to have careful designs and preparation to enhance the use of water from Jenon Spring. Furthermore, innovations in sustainable energy utilization, such as the potential for hydroelectric generation at Jenon Spring, mirror discussions in new engineering-focused research that advocate for low-impact energy solutions in ecotourism sites (Elmasri & Daoud, 2025).

This study also identified several factors that could be enhanced to improve the development of Jenon Spring. The first factor was the naturalness of Jenon Spring. This tourist spot has fresh, natural air and water, which should be preserved by keeping the environment clean and minimizing pollution. The natural beauty is the main attraction for tourists who need a vacation in a beautiful and natural atmosphere (Chi and Pham, 2024).

The second factor was the myths and beliefs of the surrounding community is also important in tourism (Chen and Yang, 2022). The origin of the water source involved a husband and wife named Rantung Grati and Wirogat, who had survived a long dry season. Their farms were suffering from drought, and they ran out of food. Mbah Wirogat decided to meditate on Mount Harimau to ask for water. During the meditation under the jenu tree, the tree grew large and tall, but a strong wind blew

the tree over. At the root of the tree, a spring formed, and water flowed abundantly, forming a puddle. This puddle is known as Jenon Spring. The water in Jenon Spring is believed to have healing properties that can cure diseases when it is milky white. However, when the water is blackish, it predicts disaster. It is also said that there are 37 sengkaring fish in the pond, and the number cannot decrease or increase even though people catch them. The role of myth and local beliefs in tourism attractiveness is supported by interdisciplinary findings, where traditional narratives serve not only as cultural artifacts but also as marketing assets (Chang & Chuang, 20021; Zhang et al., 2025).

The third factor was government support. As an Indonesian district developing its tourism potential, Malang District should involve local governments or village institutions to maximize tourism development. Tourism development needs to consider the environmental effects of development so that it does not negatively impact the environment (Khan et al., 2021). Also, direct and periodic monitoring and review are necessary to measure the impact of the development program.

The weakness of Jenon Spring as a tourist attraction is due to inadequate safety standards and managerial constraints. Jenon Spring is a natural tourist attraction, but there is a serious risk of drowning as the water is quite deep, and it is dangerous for visitors who are not good swimmers. Thus, closer supervision of visitors is needed to minimize the risk of drowning, and managers need to recruit more field supervisors and install warning signs about the water depth.

CONCLUSION

This study found that most of the 7Ps elements are partially implemented at Jenon Spring. Community rituals, pricing strategies, and natural appeal (product/place) are strong, but promotion and process need enhancement. Implications, stakeholders should prioritize structured safety protocols, improve digital promotion, and formalize employee roles. A stakeholder forum can guide sustainable development. Recommendation for research future is studies should apply comparative analysis between community-managed and government-managed destinations. Quantitative validation of 7Ps effectiveness across tourist segments is also recommended.

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