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Research Article

REVOLUTIONIZING TOURISM: UNLEASHING THE POWER OF EXPERIMENTAL DESIGN

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Abstract
Developing tourism attractions in regions is essential to boost local communities' well-being and revenue. However, these attractions face challenges from various sources, including internal and external factors like funding and development strategies. This study focused on identifying financing sources and effective strategies for developing regional tourism attractions, using Serulingmas Interactive Zoo in Banjarnegara Regency as a case study. The research methods were contingent valuation, logistic regression, and SWOT analysis. This study's main novelty is its approach, blending the Contingent Valuation Method, Binary Logistics Regression Analysis, and SWOT Analysis to tackle the research question. It also conducted experiments with three distinct questionnaires. The research results showed that to increase revenue as a source of financing, Serulingmas Interactive Zoo could increase ticket prices by IDR 6,505.62 on weekdays and weekends. The development strategy of Serulingmas Interactive Zoo emphasized opportunities and strengths through the SO and WO strategies and minimized weaknesses and threats through the ST and WT strategies. This research implication suggests boosting funding for Serulingmas Interactive Zoo by raising entrance fees and using strategic approaches (SO, WO, ST, and WT) to enhance its performance. It also hints at broader implications for various domains and highlights areas for future research and unanswered questions.

Keywords: Development, Financing, Strategy, Tourism

INTRODUCTION

Tourism is an asset for areas that have tourism potential so that they can encourage development in the region (Riska et al., 2020). Tourism has a multiplier effect and contributes to local revenue (Aji et al., 2018). Currently, many places can be used as paid tourism objects. Only capital and high creativity are needed from the community. Of course, it can increase income for the surrounding community, local revenue, and reduce unemployment and poverty. According to (Alcharir et al., 2020), tourism is a necessity that is needed by the communities, not only the relatively rich community. It is because tourism is part of human social and economic activities.

The tourism sector has become a significant industry in the world. It is proved by the increasing number of foreign tourist visits, thereby increasing state income. These tourists will increase demand, called final tourism demand because tourists will shop at tourist destinations as souvenirs or fulfill their needs while in tourism objects. Apart from goods, tourists will also need a service market during their trip. Therefore, both goods and services benefit (Alcharir et al., 2020).

In addition, tourism has direct, indirect, and induced contributions to gross domestic product. The direct contribution of tourism to the gross domestic product can be seen from the costs incurred by tourists for tourism, in transportation, food and drink, accommodation, entertainment, and so on. Meanwhile, indirect contributions from the tourism sector can increase gross domestic product and add new jobs. It is due to investment in the tourism sector by developing its public infrastructure. The induced contribution of the tourism sector influences gross domestic product and employment, which can be seen from the salaries received by workers who work in the tourism sector (Eddyono, 2019).

The Barlingmascakeb area is a combination of five regencies, namely Banjarnegara, Purbalingga, Banyumas, Kebumen, and Cilacap Regencies. One of the leading sectors in Barlingmascakeb is the tourism sector (No, 2019). Barlingmascakeb has many natural attractions, both from nature tourism, special interest tourism, artificial tourism, and so on. Data on the number of attractions in the Barlingmascakeb area can be seen in Table 1.

Table 1. Number of Tourism Objects in Barlingmascakeb in 2020

No.	Regency	Number of Tourism Objects
1.	Banyumas	101
2.	Purbalingga	51
3.	Kebumen	31
4.	Banjarnegara	28
5.	Cilacap	25
	Total	236

Source : BPS, Central Java, 2021.

Banjarnegara Regency has quite interesting natural tourism potential. In addition, it is supported by a variety of exciting and diverse culinary and cultures. The Banjarnegara Regency Government seeks to improve the development of the existing tourism sector to increase the number of tourist visits and as a driver of the economy, so that the tourism sector is expected to create opportunities and employment opportunities to reduce unemployment in Banjarnegara Regency. In addition, the tourism sector is expected to have a positive effect on other sectors to improve the people's welfare of Banjarnegara. Table 2 shows the five best tourism objects in Banjarnegara Regency based on the number of visitors and income in 2020.

Table 2. Five tourist objects based on the number of visitors and income in Banjarnegara Regency in 2020

No.	Regency	Number of Visitors	Income (IDR)
1.	Kawah Sikidang	271.193	4.070.795.000
2.	Candi Arjuna	256.034	3.846.600.000
3.	Serulingma Interactive Zoo	96.692	1.450.380.000
4.	Pikas Banyyu Woong	6.202	1.147.370.000
5.	MICE Surya Yudha	48.124	962.480.000

Source : BPS, Banjarnegara Regency, 2021.

Serulingmas Interactive Zoo is a tourism object with the third largest income in Banjarnegara Regency. In addition, Serulingmas Interactive Zoo is the only one-zoo in the Barlingmascakeb area. Serulingmas Interactive Zoo has good potential to be developed and become one of the leading recreational areas of Banjarnegara Regency. Figure 1 shows the number of visitors at the Serulingmas Interactive Zoo tourism object from 2015 to 2020.

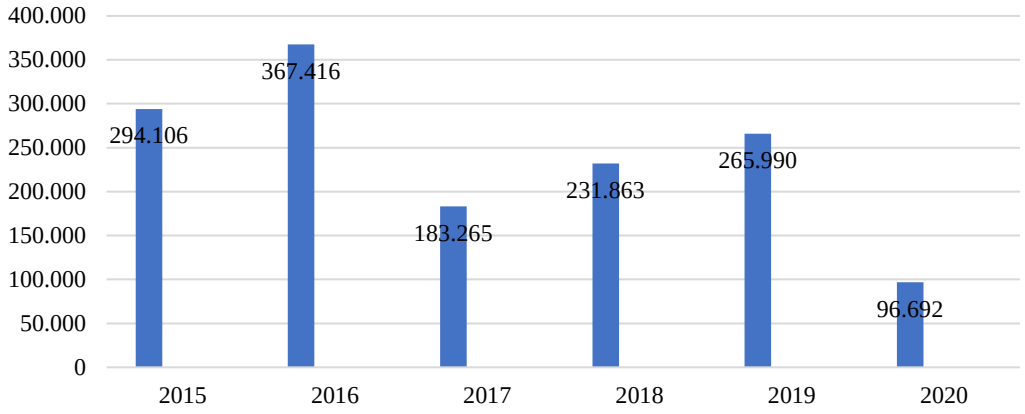

Figure 1. Number of Visitors to Serulingmas Interactive Zoo Tourism Object in 2015-2020 (Source: BPS, Banjarnegara Regency, 2021)

The number of visitors to Serulingmas Interactive Zoo inconsistently fluctuates. The highest number of visitors was in 2016 but decreased drastically in 2017. As a result of this decline, in 2018, the management changed to a State-Owned Enterprise, hoping to increase revenue and the number of visitors. However, in 2020, the number of visitors decreased and became the year with the least number of visitors in the last six years. It was due to the Covid-19 virus pandemic. The Covid-19 virus pandemic caused Serulingmas Interactive Zoo to temporarily close tourism objects due to a policy from the central government in the form of Large-Scale Social Restrictions, causing Serulingmas Interactive Zoo to lack funds for management, employee salaries, and animal feed. Therefore, Serulingmas Interactive Zoo opens donations for animal feed on the site serulingmas.com.

In addition, the Covid-19 virus pandemic is an external factor that causes income and visitors to decrease drastically. The problems with the Serulingmas Interactive Zoo also come from internal factors, such as the management of less attractive tourist objects, the lack level of cage cleanliness, the dirty toilet condition, and many public facilities are starting to break down, the thin animals due to lack food, and also the incomplete types of animals. Based on external and internal problems at Serulingmas Interactive Zoo, it is necessary to research financing and development strategies to improve the performance of these tourism objects. It is based on the process of preservation, management, development, and maintenance, of course, it requires a relatively large amount of money.

The Theory of Planned Behavior (TPB) offers a valuable psychological framework applicable in tourism (Jamaludin et al., 2022). It suggests that behavior stems from intentions influenced by three key factors: attitude, subjective norm, and perceived behavioral control. In tourism, TPB helps predict behaviors like travel choices and sustainable practices. Attitude refers to one's evaluation of tourism-related actions, while subjective norm considers social influences, and perceived behavioral control gauges personal ability and external factors affecting behavior. Applying TPB in tourism aids in understanding tourists' intentions and behaviors, facilitating strategies for promoting eco-friendly actions and designing effective marketing campaigns. Overall, TPB enhances decision-making and sustainability efforts in the tourism sector (Lee & Wicks., 2004). Tourist attitude has the greatest influence on visit intentions to nature-based tourism destinations after the COVID-19 pandemic, suggesting that destination managers should consider TPB elements when making decisions (Kusdibyo et al., 2020).

Contingent valuation (CV) is a survey-based technique that assigns monetary values to environmental products and services that are not purchased and sold on the open market. It has generated controversy due to its inclusion of passive usage and important design and implementation concerns (Carson. 2000). Based on previous research there was some research gap regarding the used of contingent valuation on tourism sector such as the contingent valuation method shows significant differences in economic value allocated by tourists and local residents to a classical music festival in Santiago de Compostela, Spain.based on research by Herrero et al. (2012). In contrast, according to research by Báez-Montenegro, et al. (2016) showed that there is no statistically significant difference in willingness to pay (WTP) for the three historical and cultural routes offered in Valdivia, with higher WTP for foreign tourists and those with higher incomes.

The primary novelty of this study lies in its research methodology, which integrates the Contingent Valuation Method, Binary Logistics Regression Analysis, and SWOT Analysis to address the research question at hand. This research also perfomed experimental design with 3 kinds of different questionnaire. Experimental design is a valuable method for testing theories and providing practical guidelines in tourism research, but its adoption is under-utilized (Fong et al. 2020). Experimental research in is increasing, but the number of studies per article is low, suggesting a need for increased advocacy for experimental designs. To encounter that problem, this research try to perform experimental design for answer all of the research question lies in this research. By using well-designed and executed experiments in tourism, it will provide high external validity, leading to accurate conclusions and guidance for researchers (Viglia & Donichar, 2020).

Based on the phenomenon gap and research gap on above, the author try to examine the value of visitors' willingness to pay to launch the Serulingmas Interactive Zoo in Banjarnegara Regency, analyze the factors influencing the tourists' willingness to pay at the Serulingmas Interactive Zoo tourism object in Banjarnegara Regency, and identify the development strategy of Serulingmas Interactive Zoo in Banjarnegara Regency, Indonesia. Thus, the research question of this research are 1) What are the factors influencing tourists' willingness to pay at the Serulingmas Interactive Zoo?, and 2) what strategies can be identified for the development of the zoo?

RESEARCH METHOD

This study used a mixed-method with experimental design approach because it combined quantitative and qualitative approaches. Qualitative research data was obtained directly in the field, not in numbers, but can be processed using analytical and mathematical techniques. Quantitative research was a method that dealt with numbers and was used to examine specific populations or samples (Creswell, 2009). This research was conducted at the serulingmas interactive zoo, which was located at selamanik street no. 35, kutabanjarnegara, banjarnegara regency; central java province. This research was conducted in November 2021.

The population of this research are visitors Serunglimas Interactive Zoo with unknown number of populations. For determining the number of samples, this research use accidental sampling aimed at visitors who passed by or happened to be there and meet the researchers, and under the criteria as a source of information (Desriani et al., 2017). To determine the number of samples with Lameshow formula due to unknown number of populations. From the Lameshow formula, the minimum number of samples lies within this research are 97 samples.

The type of this research is mix-methods (Quantitative & Qualitative Research) with experimental designs. This research perfomed experimental design with 3 kinds of different questionnaire. Experimental design is a valuable method for testing theories and providing practical guidelines in tourism research, but its adoption is under-utilized (Fong et al. 2020). The 3 kinds of different questionnaire based on 3 scenarios on Willingness to Pay (WTP) start from IDR 3,000, IDR 6,000, and IDR 9,000. Then customer need to choose which one WTP they prefer based on the benefits they will get if they choose different WTP. After that, analyze the responses from each questionnaire separately to understand respondents' WTP preferences at different levels and the factors influencing their decisions. Then, compare the results across the three questionnaires to identify patterns, trends, and differences in WTP levels and influencing factors based on the varying scenarios.

Data collection methods used to obtain the required data and information are observation by visited and observed Serulingmas Interactive Zoo, Questionnaire, Interview, and Documentation. An observation checklist is used to systematically record data during visits to Serulingmas Interactive Zoo. This checklist includes specific criteria or aspects to be observed, such as visitor behavior, staff interactions, facility cleanliness, etc. A structured questionnaire is designed to gather quantitative data from respondents regarding their perceptions, experiences, and willingness to pay for Serulingmas preservation. The questionnaire includes closed-ended questions with options for respondents to choose from. An interview guide is developed to conduct semi-structured interviews with selected participants, such as zoo staff, management, or key stakeholders. The guide includes open-ended questions to elicit detailed qualitative insights about Serulingmas, its operations, challenges, and potential improvements. A documentation template is created to systematically collect and organize relevant documents related to Serulingmas, such as financial reports, marketing materials, visitor statistics, and any other pertinent information. This research used 3 methods to analyze the data which are contingent valuation method, logistic regression, and SWOT analysis.

The initial stage of applying the contingent valuation method was to create a hypothetical market. To create a hypothetical market, researchers must explain the problem under study, starting from the introduction of the Serulingmas Interactive Zoo, the problems in it, and the benefits that occurred if visitors were willing to pay to preserve the Serulingmas Interactive Zoo tourism object. In the stage of creating a hypothetical market, a tool was needed, namely, a questionnaire containing explanations and research questions. Besides, a precise scenario was needed.

In getting the value of bids by respondents, a closed-ended questions survey design was used, which meant the researcher would make a bid by providing several price options so that the respondent could choose the price set by the researcher, which was following the respondents' wishes and abilities. The amount of the price offered was based on a separate assessment by the researchers. The following were the various prices offered by researchers.

Table 3. Offer Value (bids)

No.	Bids	Benefit
1.	IDR 3,000	Additional workforce to clean the cage
2.	IDR 6,000	Employment of workers to clean cages and repair public facilities, such as park benches and toilets
3.	IDR 9,000	Additional workforce to clean the cage improvement of public facilities, such as park benches and toilets as well as increasing the availability of animal feed

Source : Research Primary Data, 2022.

After getting the value of the visitor's willingness to pay, the mean score of willingness to pay was calculated. The following formula obtained the average value:

$$EWTP = \frac{\sum_{I=1}^{n} Wi}{n}$$

Description:
EWTP = Average value (mean) Willingness to Pay of visitors
Wi = Amount of Willingness to Pay the WTP's visitors to i
n = Number of respondents
i = Respondents who were willing to pay the i-th (i = 1, 2, 3..…n)

The sum of the data was done after the estimated value of the mean WTP was obtained, with the following formula:

$$TWTP = \sum_{t=0}^{n} WTPi\ ni$$

Description:
TWTP = Total WTP value of visitors
WTPi = WTP value of the i- sample
ni = Number of samples i who were willing to pay
i = Respondents who were willing to pay

Binary Logistics Regression Analysis

Binary logistic regression analysis was used to analyze the factors that influenced the willingness of tourists to pay more than the offer value or bids that the researcher has compiled. The following is the binary logistic regression equation used in this study.

$$\text{in}\left[\frac{p}{1-p}\right] = \beta 0 + \beta 1PNDPTNi + \beta 2USi + \beta 3JKi + \beta 4PNDDKNi + \beta 5PNGTHNi + \beta 6SPi + \beta 7BKi + \beta 8TPi + \beta 9GRUPi + \varepsilon i$$

Description: P = Willingness to pay (dummy variable, 1 = willing, and 0 = not willing), β0 = constant, β1…..β9 = Regression coefficient, PNDPTN = Income, (Rupiahs), US = Age (Year), JK = Gender (dummy variable, 1 = Male, and 0 = Female), PNDDKN = Education (Year), PNGTHN = Knowledge (dummy variable, 1 = there is information, and 0 = there is no information), SP = Marital status (dummy variable, 1 = married and 0 = unmarried), BK = Visitation budget (year), TP = Visitors'

satisfaction level (scale), JT = (group) (dummy variable, 1 = group, and 0 = alone),, i = The -i (1st,2nd,3rd.….n) respondent, ε = Error.

SWOT Analysis

The SWOT matrix was used to measure the strategic factors of a tourism object and provided a clear picture of external opportunities and threats. The SWOT matrix produced four possible strategies that could be used. The form of the SWOT matrix can be seen in Table 4.

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Table 4. SWOT Matrix

IFAS / EFAS	Strengths Containing a list of internal strength factors	Weaknesses Containing a list of internal weakness factors
Opportunities Containing a list of external opportunity factors	SO Strategy Creating strategies that use strengths to take advantage of opportunities	WO Strategy Creating strategies that take advantage of opportunities to minimize weaknesses
Threats Containing a list of external threat factors	ST Strategy Creating strategies that use strengths to address threats	WT Strategy Creating strategies that minimalized weaknesses and prevented threats

Source : Rangkuti, 2008.

Table 4 shows that Serulingmas Interactive Zoo could use four development strategies, namely the S-O (Strengths-Opportunities) strategy, the S-T (Strengths-Threats) strategy, the W-O (Weaknesses-Opportunities) strategy, and the W-T (Weaknesses-Threats) strategy.

RESULTS AND DISCUSSION

Description of Respondents

The characteristics of the respondents discussed in this study are broken down by position, gender, last education, and length of service. Respondents by position showed that 53.87% of respondents were owners, while 46.13% were managers. From the status of ownership, it can be explained that there are more status as owners than managers. Respondent-based gender shows that 48.80% are male and 51.20% are female. It can be seen that the majority of owners or managers of SMEs are women. Respondents based on last education show that the highest number of respondents with a senior high school level of education is 47.47%, 36% bachelor's, and 16.5% master's. In conclusion, the majority of SME owners or managers have a Senior High School education level. It shows that formal high school education is still the most common level of education among SME owners or managers. Respondent-based years of service, the highest number of respondents who have worked under 5 years is 50.93% shows that many new SMEs have been established in recent years. while the lowest number is over 10 years of 11.2%, This may hinder the growth of SMEs due to lack of knowledge and skills in managing business. While respondents with a working period of 5-10 years are 37.8% of respondents. It can be seen that the highest number of respondents is the largest number of respondents with a length of work under 5 years. This demonstrates the high interest in entrepreneurship, the increasing number of people interested in starting up so that they need support for SMEs to grow and sustain.

Serulingmas Interactive Zoo is located at Selamanik Street No. 35, Kutabanjarnegara, which was 1 km from the west of the city center. Serulingmas Interactive Zoo was a zoo that accommodated various animals from the class of mammals, aves, and reptiles, consisting of 46 animals with 179 animals. Apart from being a place to accommodate animals, Serulingmas Interactive Zoo also provided various exciting rides for children and adults. Various rides were available such as 3D cinema, children's flying fox, children's playground, etc. In addition, there were also tour packages such as school education, outbound, camping, night adventure, and other packages.

Serulingmas Interactive Zoo was initially known as the Serulingmas Wildlife Recreation Park, built by the Banjarnegara Regency Culture and Tourism Office in 1996 with assistance from the Serulingmas Foundation (Seruan Eling Banyumas). On August 21, 1997, Serulingmas was designated as a conservation institution by the retired General of the TNI. H. Soesilo Soedarman started operating on August 22, 1997 (State Tourism and Culture Office, 2021). In 2018, there was a change in management, so Serulingmas became a Regional Owned Enterprise. The change in management aimed to increase income from Serulingmas. There were several facilities at the Serulingmas Interactive Zoo tourism object, such as a prayer room, toilets, swimming pools, breastfeeding rooms, gazebos, and so on (Banjarnegara, 2021)

Willing to Pay Analysis

Of the 96 respondents in this study, seven respondents were unwilling to pay. The reason respondents were not willing to pay was that the price of admission was relatively high. Preserving Serulingmas Interactive Zoo was the government's obligation. Table 5 shows the bids values set by the researcher and the number of respondents who are willing and unwilling to pay for these bids.

Table 5. Respondent Willing to Pay and Unwilling to Pay

No.	Bids	Respondent Willing to Pay	Respondent Unwilling to Pay	Total
1.	IDR 3,000	27	4	31
2.	IDR 6,000	20	2	22
3.	IDR 9,000	42	1	43
	Total	89	7	96

Source : Research Primary Data, 2022.

The majority of respondents chose IDR 9,000 bids to help preserve Serulingmas Interactive Zoo. In general, respondents were willing to pay this price because of the hope that Serulingmas Interactive Zoo could progress and develop and animal feed needs are met. Respondents who chose IDR 3,000 bids because the price was the lowest, so if the entrance ticket were increased by IDR 3,000, it would not be too heavy for the respondents.

The mean score of Willingness to Pay would be in addition to the admission price. In this study, respondents were considered to receive direct benefits from Serulingmas Interactive Zoo, so respondents were expected to be willing to participate and contribute to preserving Serulingmas Interactive Zoo and the animals in it. The average value of willingness to pay was obtained from the number of bids willing to pay multiplied by the number of respondents willing to pay, then divided by the number of respondents willing to pay. Table 6 shows the score of willingness to pay that respondents were willing to pay.

Table 6. Total Willing to Pay

No.	Bids (a)	Respondent Willing to Pay (b)	Total (axb)
1.	IDR 3,000	27	IDR 81.000
2.	IDR 6,000	20	IDR 120.000
3.	IDR 9,000	42	IDR 378.000
	Total	89	IDR 579.000

Source : Research Primary Data, 2022.

Based on the results above, the mean score of willingness to pay is obtained.

$$EWTP = \frac{579.000}{89}$$

= IDR 6,505.62

The mean score of willingness to pay was IDR 6,505.62/ visitor. Therefore, it was recommended that the manager of the Serulingmas Interactive Zoo increased the entrance fee by IDR 6,505.62.

The final step in the contingent valuation method approach was to determine the total or aggregate value of the data. The total value in this study meant the total value of all respondents who were willing to pay, obtained by multiplying the EWTP and the initial price of the entrance ticket by the

number of respondents willing to pay. Table 7 shows the total score of WTP on the Weekday, and Table 8 shows the Total Value of WTP on the Weekend.

Table 7. Total WTP on Weekdays

No.	Description	Total (a)	Number Respondent (b)	Total WTP (axb)
1.	EWTP	IDR 6.031,25	89	IDR 536.781,25
2.	Ticket Price Weekday	IDR 15.000,00	89	IDR 1.335.000,00
	Total	IDR 21.031,25		IDR 1.871.781,25

Source : Research Primary Data, 2022.

Table 8. Total WTP on Weekend

No.	Description	Total (a)	Number Respondent (b)	Total WTP (axb)
1.	EWTP	IDR 6.031,25	89	IDR 536.781,25
2.	Ticket Price Weekend	IDR 20.000,00	89	IDR 1.780.000,00
	Total	IDR 21.031,25		IDR 2.316.781,25

Source : Research Primary Data, 2022.

Based on the calculation of the total score of willingness to pay, it is recommended for managers to increase the entrance fee on weekdays to IDR 21,505.62 and a total value of IDR 1,914,000 per 89 visitors would be obtained. During weekends or holidays, the manager could increase the entrance fee to IDR 26,505.62 and a total value of IDR 2,359,000 per 89 visitors would be obtained.

Willingness to pay was a person's ability to pay for environmental goods and services to improve quality and the environment (Hanley & Spash, 1993). In this study, willingness to pay was used to determine the price visitors were willing to pay as a source of financing to preserve the Serulingmas Interactive Zoo tourism object. Using the contingent valuation method approach, the average willingness to pay value was IDR 6,505.62 per visitor, meaning that Serulingmas Interactive Zoo could increase entrance fees by that value as a source of financing.

The benefits obtained from the increase in entrance fee above were the addition of workers to clean cages and repair public facilities such as park benches, as well as the cleanliness of supporting facilities and infrastructure. With the additional workforce to clean the animal cages, hopefully, the animal cages would be cleaner and the animals would be better cared for, thereby increasing the visitors' comfort. According to (Sofyan et al., 2013), facilities affect visitor loyalty, with the minor changes possible can increase visitor loyalty. In addition to facilities, the cleanliness level of facilities and supporting facilities also affected the development of a tourism object. According to (Ramadhani et al., 2021), a good level of cleanliness can increase public interest in visiting.

According to (Khansa, & Farida, 2016), an increase in entrance fees can cause the number of visits because not all visitors are willing to pay higher ticket prices, especially for less well-off visitors. However, the increase in ticket prices had a positive side, namely to reduce the number of tourists who were too many and close to carrying capacity (Ekayani et al., 2014). Carrying capacity in tourism is the maximum number of tourists who visit simultaneously but do not cause environmental damage to tourist objects (Senoaji, 2009). Thus, with the increase in entrance fee at Serulingmas Interactive Zoo, hopefully, it would reduce carrying capacity so that the pressure received by Serulingmas Interactive Zoo and the existing animals can be reduced due to tourist activities by many visitors. In addition, an increase in ticket prices not only reduced the number of visits but could also increase the income of Serulingmas Interactive Zoo to assist in animal conservation by maximizing visitor spending.

Based on Theory of Planned Behavior, the theory supports this research by understanding tourists' intentions and behaviors, facilitating strategies and designing effective marketing campaigns. This research constructs from three key factors of Theory of Planned Behavior, such as: attitude, subjective norm, and perceived behavioral control. Applying the Theory of Planned Behavior to Serunglimas Tourism object involves assessing tourists' attitudes towards the destination, the social norms influencing their decision, and their perceived control over the visitation process. This analysis can help tourism planners and marketers understand and potentially influence tourists' behaviors towards visiting Serunglimas.

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perceived control over the visitation process. This analysis can help tourism planners and marketers understand and potentially influence tourists' behaviors towards visiting Serunglimas. The Theory of Planned Behavior can be applied to analyze the behavior of tourists or potential tourists visiting Serunglimas Tourism object. From Attittude perspective, it would involve tourists' evaluations of the destination. For example, tourists may have a positive attitude towards Serunglimas if they perceive it as culturally rich, aesthetically pleasing, and offering unique experiences. On the other hand, if tourists perceive Serunglimas as lacking infrastructure, safety concerns, or limited activities, their attitude may be negative. From Subjective Norm perspective, ould involve factors like recommendations from friends or family, reviews on travel platforms, and societal norms related to tourism. Positive subjective norms would encourage tourists to visit Serunglimas, while negative norms might deter them. For tourists visiting Serunglimas, perceived behavioral control would involve factors like the ease of access (transportation), affordability (cost of visiting), safety perceptions, availability of information (online resources, tourist guides), and the overall convenience of the experience. Higher perceived control would likely lead to increased visitation.

Based on this research, Serunglimas tourism attraction has high Positive Attitude because tourists believe that tourists who perceive Serunglimas as offering high value for the price (e.g., unique experiences, well-maintained facilities, excellent services) are more likely to be willing to pay IDR 6,505.62 per visitor. Serulingmas has strong subjective norm because the positive influences from recommendations highlighting the value and quality of Serunglimas. It will reinforce tourists' willingness to pay the specified amount. Serunglimas has high perceived behavioral control because Tourists who feel financially capable of affording the price and perceive external factors like transportation, safety, and overall experience as positive are more likely to agree to pay IDR 6,505.62 per visitor. Incorporating willingness to pay into the TPB framework helps understand how tourists' attitudes, social influences, and perceived control interact to influence their decision to visit Serunglimas and pay the specified amount. This analysis can guide tourism strategies aimed at enhancing perceived value, leveraging positive social influences, and improving overall visitor experience to justify the stated price.

Logistics Regression Analysis

Binary logistic regression was used to analyze the factors that influenced tourists to be willing to pay more than has been proposed by the researcher. The variables that were thought to influence the willingness to pay more in this study consisted of income, age, gender, education, knowledge, marital status, cost of visits, level of satisfaction, and the number of family dependents on willingness to pay. Table 9 shows a summary of binary logistic regression outputs.

Table 9. The Results of Binary Logistic Regression

No.	Variabel	Coefficient	Wald	P-Value	Odds Ratio
1.	Income	0,000	5,277	0,022	1,000
2.	Age	-0,077	1,053	0,305	0,926
3.	Gender	-6,617	4,433	0,035	0,001
4.	Education	0,185	0,036	0,849	1,203
5.	Knowledge	4,003	1,336	0,126	54,784
6.	Marital Status	-8,678	4,457	0,035	0,000
7.	Trevel Cost	0,000	3,923	0,048	1,000
8.	Satisfaction Level	5,618	4,497	0,034	275,293
9.	Group	5,927	4,053	0,044	375,132
10.	Constant	-18,855	3,786	0,052	0,000

Source : Binary Logistic Regression Output, 2022

Income had a positive and significant effect on respondents' willingness to pay. Respondents with high incomes were willing to pay more to preserve Serulingmas Interactive Zoo because respondents with high incomes had more money than respondents with low incomes. In addition, visitors with high incomes would choose to pay more to get adequate facilities. It was in line with the research of (Wiadnya et al., 2021), (Prasetyo & Saptutyningsih, 2013), and (Aryani & Muqorrobin, 2013), which stated that income had a positive and significant effect on willingness to pay. According to (Wiadnya et al., 2021), visitors with more regular or permanent income would be willing to pay more

to preserve tourism objects and get services from tourism objects because it is a form of appreciation for tourist destinations, while visitors with lower incomes will choose cheaper tourist spots. According to (Prasetyo & Saptutyningsih, 2013), it is stated that visitors with high incomes will be willing to pay more for environmental quality improvements because visitors with high incomes have more money, so they can meet their tertiary needs such as tourism. Meanwhile, visitors with low incomes tend to use the income for primary needs. There are no more funds for tertiary needs. The results showed that the characteristics of the majority of respondents had income above the Regional Minimum Wage of Banjarnegara Regency so that they were classified as capable people and could get welfare to meet tertiary needs such as vacation.

Age did not affect respondents' willingness to pay. Based on the observation, the age characteristics of the majority of respondents were in their late teens and early adulthood. The respondents with old and young age did not influence willingness to pay. It was in line with research conducted by (Annisa & Harini, 2017), (Hakim et al., 2011), (Liu et al., 2018), (Damanik, 2019), (Sizya, 2015), and (Kamri et al., 2017), which stated that age did not affect willingness to pay. According to (Annisa & Harini, 2017), willingness to pay is based on awareness of the importance of preserving the environment, while information about the importance of preserving the environment has been taught from an early age, so willing to pay is not measured by age, but by a person's level of awareness.

There was a gender difference between males and females in terms of harmful willingness to pay. It meant that male respondents were willing to pay less than female respondents. It was because men, as the head of the family and the breadwinner, would feel the burden of the many needs. It was in line with the findings of (Awunyo-Vitor et al., 2013), (Rofiatin & Bariska, 2018), and (Hidayah & Afiatna, 2019), which stated that women were more willing to pay than men. The empirical study of (Awunyo-Vitor et al., 2013) reported that women had a higher awareness of environmental conservation than men, so women were willing to pay more. According to (Hidayah & Afiatna, 2019), women had a greater willingness to pay because women liked to travel for vacations and enjoy themselves from household activities. The findings of (Rofiatin & Bariska, 2018) stated that the female gender had a greater willingness to pay because women had a role in making decisions about their household needs. Women thought more about balance in the family, including on vacation, so they were willing to set aside money to help preserve tourism objects to get comfort in traveling with family.

Education did not affect respondents' willingness to pay. The length of a person's education did not affect the willingness to pay to preserve Serulingmas Interactive Zoo. The characteristics of the length of education of most respondents were 12 years or had graduated from high school or equivalent, which was as much as 45 percent. Education did not affect willingness to pay because education in Indonesia has not maximized environmental education (Kospa, 2021). According to (Kospa, 2021), there are still many schools in Indonesia that do not understand the importance of environmental education. The result of this problem was a lack of a caring attitude towards the surrounding environment, along with the existing flora and fauna. This finding was in line with the empirical studies of (Sadikin et al., 2017), (Chiam et al., 2013), (Rahim et al., 2017), (Barus & Ramdan, 2019), (Damanik, 2019), and (Nasution et al., 2015), which stated that education did not affect willingness to pay. Research conducted by (Nasution et al., 2015) stated that education did not affect willingness to pay because getting entertainment and recreation and education about animals was all visitors' right, both high and low educated.

Respondents' knowledge about Serulingmas Interactive Zoo did not affect respondents' willingness to pay. The majority of research respondents had prior knowledge of Serulingmas Interactive Zoo. The presence or absence of information about Serulingmas Interactive Zoo before visiting did not affect the respondent's pay. It was in line with the findings of (Hutabarat, 2020), (Sizya, 2015), and (Rahim et al., 2017). Research conducted by (Hutabarat, 2020) stated that knowledge did not affect willingness to pay due to a lack of insight into the importance of conserving animals, as well as the consequences of animal extinction. According to (Bayuaji & Arumsari, 2019), most people and visitors lack information and knowledge about the importance of conserving animals and their habitats, so they do not become extinct. There were so many visitors with a low level of awareness. They did not understand the importance of conserving animals to balance the ecosystem.

There were differences in marital status that were negative and significant on willingness to pay. It meant that respondents with married status had a lower willingness to pay than respondents who were unmarried. It was evident from the respondents' characteristics based on marital status, where

most respondents were married. Based on observations made by researchers, the majority of respondents who were not willing to pay more to preserve Serulingmas Interactive Zoo were married, the reason was that their income was only sufficient to meet their daily needs and the budget for vacations has been set, so they were not willing to pay more, even if it was ready, then the value was small. It was in line with research by (Rahayu et al., 2017), (Priambodo & Suhartini, 2016) stated that unmarried visitors were willing to pay higher than those who were married. The findings of (Rahayu et al., 2017) stated that married respondents had more complex needs, and could not make unilateral decisions. They must involve their partners. Therefore, married respondents were cautious in making decisions, including their willingness to pay to preserve Serulingmas Interactive Zoo. Meanwhile, unmarried respondents had the freedom to make decisions, and unmarried respondents were more concerned with price than the benefits of a product or item, so they were willing to pay more without knowing the benefits.

The cost of the visit had a positive and significant effect on the willingness to pay. The characteristics of the respondents based on the cost of the visit were quite varied, from the lowest at IDR 5,000 to the highest at IDR 300,000. Based on the observational study results, respondents with large or small amounts of visiting fees were both willing to pay to preserve Serulingmas Interactive Zoo because most of the respondents who visited the Serulingmas Interactive Zoo had an educational objective; In addition, Serulingmas Interactive Zoo was the only zoo tourism object in the Barlingmascakeb area. There was no substitute, so there was a sense of awareness to be willing to pay. According to (Sanjaya & Saptutyningsih, 2019), if visitors pay high costs for traveling, the willingness to pay for the environment will also be high because visitors who are willing to spend much money to travel will, of course, expect tourism objects and the environment to be of good quality, so visitors are willing to pay more. The findings of (Novianti et al., 2017) stated that visitors who were far from tourist objects would require much money when visiting, so the frequency of visits would, of course, be reduced, so the opportunity to visit was rare. Visitors who rarely visit tourist objects would feel impressed by the sights of tourist objects and nature, so they would be willing to pay a high willingness to pay as a form of appreciation for natural beauty and to preserve tourism objects.

The level of respondent satisfaction had a positive and significant effect on willingness to pay. It meant that respondents with a higher level of satisfaction would be willing to pay more to preserve Serulingmas Interactive Zoo. Characteristics of respondents based on the level of satisfaction indicated that respondents felt pretty satisfied with Serulingmas Interactive Zoo, which caused respondents to be willing to pay more. It was in line with the findings of (Matondang et al., 2018), (Harlianti & Novitasari, 2020), (Cardias & Fandeli, 2021), which stated that the level of visitor satisfaction had a positive and significant effect on willingness to pay. According to (Matondang et al., 2018), the higher the level of visitor satisfaction with a tourism object, the visitor will be loyal to the tourism object, so visitors will be willing to pay more to preserve the tourism object. According to (Cardias & Fandeli, 2021), visitors with a high level of satisfaction will be willing to pay a high value, too, while visitors who are not satisfied with the facilities and infrastructure, as well as the behavior of the manager, will give a low value and some are not willing to pay.

There was a difference when visiting with a positive group regarding willingness to pay. It meant that respondents who came in groups had a higher willingness to pay than respondents who visited alone or together. Characteristics of respondents stated that the majority of respondents traveled in groups. Based on the respondent's answers and the researcher's observations, most respondents who came in groups aimed to educate children about animals, so respondents were willing to pay more, assuming that children could obtain information about animals. According to (Sadikin et al., 2017), visitors were happier when traveling together because they could have fun with family, friends, or groups. If you go in groups, you would not have to spend much money during your trip because you would share it. Then, you could have a joint venture with group members. Therefore, visitors would be willing to pay more to preserve the tourism object because the expenditure was not much. According to (Widiastuti, 2014), visitors with more members will provide more excellent value because preserving the environment is an important point so that offspring can enjoy the Serulingmas Interactive Zoo tourism object.

SWOT Analysis

In the SWOT analysis, researchers must identify the Internal Strategic Factors Analysis Summary (IFAS) and External Strategic Factors Analysis Summary (EFAS). The IFAS matrix

identified indicators from the internal factors of Serulingmas Interactive Zoo, namely strengths and weaknesses. The EFAS matrix identified indicators of opportunity and threat factors originating from outside the Serulingmas Interactive Zoo. Table 10 shows the IFAS Matrix, and Table 11 shows the EFAS Matrix.

Table 10. IFAS Matrix

No.	Strengths
1.	Being a place for animal conservation.
2.	Becoming an educational place to introduce animals to children.
3.	Providing activities to feed certain animals.
4.	Having a friendly service manager.
5.	There were adequate facilities such as a handwashing area, gazebo, and children's rides.
No.	Weaknesses
1.	Types of animals that were still incomplete, such as elephants and giraffes.
2.	The condition of the toilet was not clean, and the park bench started to break.
3.	Tour guide only available if ordered.
4.	Management of tourist objects was less attractive.
5.	The condition of the animal cages was not well maintained, and there were some skinny animals.

Source : Research Primary Data (Managed), 2022.

Table 11. EFAS Matrix

No.	Opportunities
1.	The location was quite strategic because it was in a government office environment and not far from the city center.
2.	The number of artificial tours in Banjarnegara Regency was small.
3.	It could be a tourism icon in Banjarnegara Regency.
4.	Access to tourist sites was easy to reach.
5.	There was public transportation to the location of the tourism object.
No.	Threats
1.	The current season and weather were uncertain.
2.	Changes in consumer favor that followed the lifestyle.
3.	The emergence of similar tourism objects in the Barlingmascakeb area that provided a mini zoo, such as Purbayasa in Purbalingga.
4.	Due to the COVID-19 pandemic, the number of visitors has decreased.
5.	Weak local government in promoting tourism objects in Banjarnegara Regency.

Source : Research Primary Data (Processed), 2022.

Furthermore, a SWOT analysis can be carried out according to the strengths, weaknesses, opportunities, and threats. The strategies conducted on the development of the Serulingmas Interactive Zoo tourist object based on the SWOT analysis is to obtain four alternative strategies, i.e., SO strategy (a strategy that uses strengths to take advantage of opportunities), WO strategy (a strategy that minimizes weaknesses to take advantage of opportunities), ST strategy (a strategy that uses strength to overcome threats), and WT strategy (a strategy that minimizes weaknesses and avoids threats).

SO Strategy

1. Increasing cooperation with travel agents in the form of tour packages. Tour packages at affordable prices could increase the number of visitors and develop tourism objects.
2. Organizing animal attractions in a structured manner. The existence of quality and attractive tourism objects could increase visitor satisfaction, so they were willing to pay more for preserving and developing tourist objects.
3. Renovating the stands used for performances. With the existence of performing arts in tourist destinations equipped with clean, comfortable, and adequate performance venues, you could get more value from visitors, so that it would give a good impression a high level of satisfaction.
4. The manager provided specific animal food packages at affordable prices. The activity of feeding certain animals could help children to learn about animal food and could teach caring for animals.

5. Cooperating with the government to maximize public transportation routes through the Serulingmas Interactive Zoo. The increase in public transportation that passed through the Serulingmas Interactive Zoo would make it easier for visitors who did not have vehicles or visitors of old age to come to visit.
6. Adding child-friendly rides. Good and comfortable rides would make visitors feel satisfied, so visitors would likely recommend these attractions to people who had the potential to visit.

WO Strategy

1. Exchanging animals with other zoos to complement the types of animals.
2. Building multi-level marketing with the community. Increasing community participation in building a modern marketing system by utilizing a permanently built distribution network would position the customer as a marketing force and result in a more effective marketing system and reach all levels of society.
3. Adding workforce as tour guides. With an adequate number of tour guides, it would provide convenience, comfort, and insight for local and foreign visitors.
4. Making proposals and participating in competitions and exhibitions to get investors. Participating in competitions and exhibitions would expand the marketing network and attract investors to participate in helping in the construction of the zoo.

ST Strategy

1. Creating educational activities about animals using virtual reality. By utilizing advances in virtual reality technology, it would make it easier to provide education and provide more attraction for visitors.
2. Making photo spots with animals. The development of social media made everyone want to capture every moment in their travels. With an attractive photo spot, it would make every visitor comfortable in capturing the moment of their trip, and the photos that were disseminated would provide more attraction for the general public.
3. Serulingmas cooperated with the government to conduct massive promotions through social media. The massive development of social media among the community would make it easier for managers to market tourist objects.
4. Installing a canopy over the connecting road between animal cages. With good infrastructure, it would provide a sense of comfort for visitors.

WT Strategy

1. Renovating public facilities that are starting to break down, thereby increasing visitor satisfaction.
2. Improving the cleanliness of supporting facilities and infrastructure. Clean infrastructure would provide a sense of comfort and high satisfaction for visitors.
3. Conducting comparative studies on other tourist objects. Cooperating with other tourist objects as a comparison to improve the quality of tourist objects.

Based on the discussion of the research results above, the implications of this research are increasing funding sources for Serulingmas Interactive Zoo by increasing the entrance fee and maximizing the SO strategy (a strategy that used strengths to take advantage of opportunities), the WO strategy (a strategy that minimized weaknesses to take advantage of opportunities), ST strategy (a strategy that used strengths to overcome threats), and WT strategy (a strategy that minimized weaknesses and avoided threats) to maximize the performance of Serulingmas Interactive Zoo. A wider perspective-implications for other broader areas and domains. Future Work and Outstanding Questions.

For the research limitations of this research, this research not held any stakeholders meeting to determine the price of Willingness To pay for the customer because it was only under the researcher's assumptions. Second, because the research sample only includes respondents with certain characteristics (women aged 27-31 years with 12-14 years of education and certain income), the conclusions drawn may not be widely generalized to a wider population with different characteristics. Third, WTP measurements using the CVM approach may have weaknesses in accuracy because they are hypothetical and can be influenced by unmeasured contextual factors. Fourth, some variables that influence visitors' interest in paying WTP, such as psychological or emotional factors, were not

included in the analysis. Fifth, this research may only represent current conditions and does not consider changes in the time cycle that may affect visitor interest in the long term.

CONCLUSION

Based on the research results, several conclusions were obtained: 1) The mean score of willingness to pay was IDR 6,505.62/ visitor, while the total score of willingness to pay was IDR 1,914,000 per 89 visitors on weekdays and IDR 2,359,000 per 89 visitors on holidays. 2) Income, visitation budget, level of satisfaction and groups, gender, and marital status significantly affected tourists' interest in paying more. Age, education, and knowledge did not affect visitors' interest in paying more. 3) the manager of Serulingmas Interactive Zoo can implement four strategies to improve the performance of tourism objects, namely the SO strategy (a strategy that used strengths to take advantage of opportunities), the WO strategy (a strategy that minimized weaknesses to take advantage of opportunities), the ST strategy (a strategy that used strengths to overcome threats), and WT strategy (a strategy that minimized weaknesses and avoided threats) to maximize the performance of Serulingmas Interactive Zoo.

In conclusion, the Theory of Planned Behavior offers robust support for this research by tourists' willingness to pay IDR 6,505.62 per visitor for Serunglimas Tourism object. By considering attitudes, subjective norms, and perceived behavioral control, Theory of Planned Behavior provides valuable insights into the factors influencing tourists' decisions regarding expenditure, thereby informing tourism strategies aimed at enhancing perceived value and overall visitor satisfaction.

Suggestions for future research are conducting a comparative study between the characteristics of respondents from various age groups, gender, and marital status to understand differences in interest in paying WTP and the factors that influence it. Second, conduct a more in-depth analysis of psychological or emotional factors that might influence visitors' interest in paying WTP. Third, conduct an analysis of how visitor interests and the factors that influence them may change over time or changes in external conditions such as the economy or pandemic. Fourth, developing a more effective and sustainable tourism management model based on the results of the SWOT analysis, including marketing strategies to increase the attractiveness of Serulingmas globally.

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AUTHOR CONTRIBUTIONS

Author 1 is Sodik Dwi Purnomo with contributions are in conceptualization and designed the analysis, performed the analysis, supervision, validation, project administration, Writing – Review & Editing, and Funding Acquisition. Author 2 is Diah Retnowati with contributions are in Methodology, Data Curation, and Supervision. Author 3 is Zumaeroh with contributions are Formal Analysis, Investigation, Resources, Writing – Original Draft Preparation, and Visualization.

CONFLICTS OF INTEREST

The author(s) declare no conflict of interest.

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