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# Strengthening Local Tourism through Innovative Destination Management: A Study on Banyu Panas Palimanan, West Java

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## ***Abstract***

This study aims to analyze the management of the Banyu Panas Palimanan tourist attraction in Cirebon Regency, which has experienced a decline in visitor numbers despite its unique sulfuric hot spring potential known for therapeutic and relaxation benefits. The research seeks to evaluate how the 4A components—Attractions, Amenities, Accessibility, and Ancillary services—are implemented in managing this local tourism destination. This study employed a qualitative descriptive method, with data collected through field observations, interviews with relevant stakeholders, and document analysis. The results indicate that while Banyu Panas Palimanan possesses strong natural attractions appealing to a wide age range of tourists, the site's amenities and accessibility remain insufficiently developed. Inadequate maintenance of facilities, poor road infrastructure, and limited promotional efforts contribute to the declining visitor interest. Furthermore, ancillary services such as safety and health facilities are available but still require enhancement to ensure visitor comfort and security. It can be concluded that the management of Banyu Panas Palimanan needs to prioritize improvement in the 4A aspects to strengthen its competitiveness and achieve sustainable tourism development.

## 1. INTRODUCTION

Tourist attractions play a strategic role in the development of the tourism sector through their contributions to the economy, cultural preservation, and job creation. The management of tourist attractions encompasses a series of processes involving planning, organizing, implementation, and evaluation of the various resources within a destination, whether natural, cultural, or man-made. The effectiveness of tourist attraction management largely depends on collaboration among stakeholders, including local governments, tourism industry actors, local communities, and visitors as service users. Without a structured management system oriented toward sustainability principles, tourist attractions risk experiencing functional degradation and losing their long-term appeal. Therefore, managing tourist attractions is essential in order to evaluate the extent to which the 4A aspects—Attractions, Accessibility, Amenities, and Ancillary services—have been optimally integrated. A management approach based on community participation and environmental conservation is a key element in creating destinations that are not only visually appealing but also resilient to contemporary challenges. With proper management, tourist attractions can serve not only as sources of economic benefit but also as avenues for education, cultural identity preservation, and the reinforcement of local values within the global tourism arena (Wulandari, 2023).

Cirebon Regency possesses diverse tourism potential, including natural attractions such as Banyu Panas Palimanan. This destination is unique for its natural sulfuric hot springs, which are believed to provide health benefits. The area is also equipped with soaking pools, a children's playground, and a tranquil natural environment. Unfortunately, the management of this attraction still faces various challenges, such as limited digital promotion, inadequate infrastructure, and the absence of innovation in attraction development. Previous studies on Banyu Panas Palimanan (e.g., Azizah & Rana, 2024; Lutfhi, 2022) have mainly emphasized physical development and visitor satisfaction but have not examined how the interrelation of attraction, facility quality, and accessibility shapes destination sustainability in an integrated framework. This indicates a need for a more comprehensive evaluation that connects the functional aspects of tourism management with adaptive strategies responsive to changing tourist behavior and environmental demands.

To respond to this gap, the present study employs the 4A model (Attraction, Accessibility, Amenities, and Ancillary services) as the main analytical foundation. This framework is further contextualized within the perspective of innovative and community-based destination management, emphasizing that sustainable competitiveness can only be achieved when traditional management principles are aligned with creativity, inclusivity, and technological adaptability. Such integration enables a deeper understanding of how a local destination evolves within the dynamics of modern tourism management. This study offers a new perspective by positioning Banyu Panas Palimanan as a case that bridges conventional tourism management theories with the emerging paradigm of local innovation and sustainability. Through this approach, the research contributes to expanding the theoretical discourse on destination management while also providing practical insights for developing locally grounded yet globally competitive tourism strategies.

## METHOD

This study employs a descriptive qualitative approach, a type of research that presents data in a narrative or textual form rather than numerical, and seeks to explore and examine a phenomenon in depth. Qualitative research focuses on understanding events or social phenomena within their natural contexts, emphasizing intensive interaction between the researcher and the object of study. Hence, this approach is considered relevant for examining management practices at the Banyu Panas Palimanan Tourist Attraction, as it allows for a comprehensive descriptive understanding of the processes, dynamics, and factors influencing the management of the destination (Abdussamad, 2021).

The data sources consist of both primary and secondary data. Primary data were obtained through in-depth interviews and direct field observations. The interview informants included the site management team, representatives of the tourism cooperative, village officials of Palimanan Barat, and visiting tourists. These informants were selected purposively to ensure diverse perspectives regarding operational management, local community involvement, and visitor experiences. Field observations were conducted to document the actual conditions of the tourist attraction, particularly related to infrastructure, facilities, and visitor activities. Secondary data were collected through documentation techniques, including literature studies, reports, and supporting documents related to tourism development and destination management in Cirebon Regency.

The collected data were analyzed qualitatively through three stages: data reduction, data display, and conclusion drawing. The analysis process emphasized the identification of patterns and relationships among the 4A

components—Attraction, Amenities, Accessibility, and Ancillary services—allowing for an in-depth interpretation of the existing management system and its challenges in achieving sustainable destination development (Sugiyono, 2019).

## I. RESULTS AND DISCUSSION

Banyu Panas Palimanan, located in Palimanan Barat Village, specifically within the PT Indocement area in Gempol District, Cirebon Regency, is a tourist attraction with a distinctive and unique appeal. Its natural hot springs are believed to have therapeutic effects, particularly for individuals suffering from skin ailments, most of whom are elderly visitors. This site is also well-suited for tourists seeking recreation and relaxation through natural therapy. Banyu Panas Palimanan has become a tourism icon, offering the charm of natural hot springs and serving as a prominent destination for hot spring bathing.

Field observations and interviews revealed that this site has long been favored by elderly tourists seeking natural relaxation. However, visitor data from 2018–2023 obtained from the local cooperative show a decline in total visitors from around 35,000 annually to approximately 21,000, with a demographic shift dominated by visitors aged 45 years and above (62%), followed by family groups (27%) and youth tourists (11%). This trend reflects a narrowing market segment and indicates the need for management renewal.



**Gambar 1. Peta Lokasi Banyu Panas Palimanan**  
**Sumber: Instagram harmoni3roda (2019).**

Banyu Panas Palimanan is one of the tourist attractions located in Palimanan Barat Village, Gempol District, Cirebon Regency. Interestingly, the attraction was created unintentionally. Initially, drilling was carried out to search for a source of clean water; however, instead of clean water, hot water with a bluish color emerged. Since then, development efforts began to establish the area as a tourist attraction. The initial construction was limited to fencing that separated the hot spring source from the channels carrying the water flow. The main attraction of Banyu Panas Palimanan lies in its hot springs. The flowing hot water, along with sulfuric mud, has become a distinctive feature for visitors seeking therapeutic benefits to treat various ailments, particularly skin-related conditions. The site also retains its natural scenic beauty and fresh atmosphere, as it was once part of a forest area prior to the establishment of PT Indocement. As such, Banyu Panas Palimanan continues to offer visitors a refreshing and serene environment, making it an ideal destination for families looking not only for leisure but also for relaxation and natural therapy.

In 2008, development of the site began as a result of collaboration between PT Indocement and the local government, enabling the construction process to proceed smoothly. The development continued for two years, and in 2010, Banyu Panas Palimanan was officially inaugurated as a new tourist destination with natural hot springs and scenic beauty as its main attractions. At the time of its opening, the facilities consisted primarily of soaking pools and hot spring bathing pools. The pools utilized water channeled directly from the spring, filtered into holding tanks to

regulate the temperature, resulting in water that was slightly cooler than the direct hot spring flow. The initial operating hours were from 06:00 to 18:00, although current operating hours run from 07:30 to 17:30. In 2011, further development took place to improve the site, including restructuring the hot spring source, bathing pools, and soaking chambers, in order to enhance aesthetics, comfort, and safety for visitors. This was necessary because certain areas, particularly near the hot spring source, remained hazardous due to extremely high water temperatures. The construction phase continued alongside ongoing tourism activities and was completed in 2016 after five years.

In 2017, additional improvements were made by the management, including the construction of fencing around the hot spring area, seating areas along the water flow, new recreational facilities, toilets, and food stalls for local micro, small, and medium enterprises (MSMEs). Given the large number of visitors upon its initial opening, the management sought to provide child-friendly attractions while simultaneously supporting local MSMEs as contributors to regional income and the local creative economy. Further developments included the addition of gazebos in garden areas, cold-water pools, and more recreational facilities.

The management of this tourist attraction can be analyzed through the four key aspects of tourism, known as the 4A framework: Attractions, Amenities, Accessibility, and Ancillary Services. Attractions refer to features that capture tourist interest, whether natural or man-made (Fitroh et al., 2017). Amenities encompass tourism facilities such as accommodations, restaurants, and local transportation, which are essential in meeting the needs of tourists during their temporary stay at the destination (Rossadi & Widayati, 2018). Accessibility refers to the ease with which tourists can reach the destination, primarily supported by transportation infrastructure (Delamartha et al., 2021). Ancillary services consist of additional facilities needed by tourists, including ATM centers, hospitals or clinics, money changers, and other supporting services. This also extends to the presence of organizations that facilitate and promote the development and marketing of the tourist attraction (Zuhriah et al., 2022).

#### 1. Atraksi (Attraction)

Attractions at the Banyu Panas Palimanan Tourist Destination constitute the main component drawing visitors, consisting of two primary categories: natural attractions and artificial attractions. The natural attraction lies in the sulfuric hot spring flow, believed to have health benefits, particularly for treating skin diseases and providing physical relaxation, which makes the destination unique compared to other tourist sites. Its location, situated within an industrial zone and adjacent to forests and hills, offers a distinctive experience not commonly found in similar destinations. The uniqueness of Banyu Panas Palimanan lies in its hot spring, as many local residents believe that the water has healing properties for elderly individuals with skin ailments and provides relaxation for factory workers when soaking in the hot spring river or pools. For this reason, the attraction requires continuous maintenance and enhancement to sustain and increase tourist visits.

According to Akhsin Ridho (2018), visitors believe that the hot spring at Banyu Panas provides healing benefits for ailments, especially among the elderly. The sulfuric content of the water serves as the key attraction, with many visitors seeking therapy by bathing or covering their bodies with sulfuric mud. However, no scientific studies or scholarly articles have yet confirmed why the mineral content of the hot spring and mud may contribute to the treatment of skin conditions.

The current condition of attractions at Banyu Panas Palimanan can be categorized as sufficient to generate visitor interest, although management practices, while adequate, still face shortcomings in attracting new visitors. This is largely due to a lack of promotion, resulting in limited public awareness of the available attractions. Many visitors come simply because they have been there before or heard of it, with the assumption that the site only offers a hot spring river and soaking pools. Thus, effective promotion of attractions—particularly through the use of popular social media platforms—needs to be implemented to enhance visitor interest.

The success of a tourist destination depends heavily on how attractions are managed, promoted, and developed in a sustainable manner (Prasetyo & Nararais, 2023). Even the most appealing attractions may lose their appeal if poorly managed, due to factors such as environmental degradation, insufficient supporting facilities, or a lack of innovation in presenting tourism experiences. Therefore, attraction development must consider sustainability, innovation, and community involvement so that tourism benefits can be widely shared.

In addition to natural attractions, the management has introduced artificial attractions such as soaking pools, a mining-themed park, and children's swimming pools designed to broaden the visitor segment. Cultural sites such as Gua Dalem, which once formed part of historical tourism in the area, also enriched the destination's value, although it is no longer in use due to safety concerns related to mining activities. Consequently, attractions at Banyu Panas Palimanan need to be managed professionally and sustainably—not only to maintain tourist interest but also to preserve the environment and provide visitors with a high-quality and memorable tourism experience.

## 2. Amenitas (Amenities)

Amenities in the management of this tourist attraction refer to the facilities provided by the operators to meet the needs and ensure the comfort of visitors during their stay at the site (Ramadhani et al., 2021). The Banyu Panas Palimanan tourist attraction offers various amenities to support visitor satisfaction and convenience. These facilities include food stalls managed by local MSMEs through cooperatives, an outbound area with children's playgrounds, a children's swimming pool, family gazebos, and clean hot spring soaking pools free of litter. A spacious parking area is also available to accommodate different types of vehicles. The presence of such amenities forms an essential component of destination management, functioning as supporting elements that can enhance competitiveness and strengthen the destination's image. While attractions remain the main draw, amenities play a critical role in ensuring comfort and accessibility for visitors. The absence or insufficiency of basic facilities may significantly reduce tourist interest in visiting.

Providing amenities that meet the needs of tourists is an important factor in improving satisfaction and encouraging repeat visits, as the quality of a tourist destination is often determined by the condition of its amenities (Pasaribu & Ismayuni, 2023). Moreover, adequate amenities also reflect the professionalism of destination management. High-quality amenities not only enhance visitor comfort but also contribute to safety, accessibility, and environmental sustainability. For this reason, the development and maintenance of amenities must be an integral part of sustainable tourism management strategies.

Several facilities at Banyu Panas Palimanan still require greater attention, particularly in terms of cleanliness and maintenance. For instance, the presence of litter around the hot spring streams and visitor complaints about the confusing multi-tier ticketing system highlight the need for managerial improvements. Additionally, the poor condition of some facilities reflects the need for enhanced professionalism in management. With proper management and maintenance of facilities, visitor satisfaction will improve, and the reputation and sustainability of the tourist attraction as a whole will be strengthened. Thus, comprehensive improvements to facilities and an evaluation of the service system are crucial steps in making Banyu Panas Palimanan a more competitive and sustainable destination amid the growing competition in the tourism industry.

Furthermore, research conducted by Lutfhi (2022) indicates that the quality of amenities at Banyu Panas Palimanan plays a vital role in ensuring comfortable tourism activities that meet visitor needs. Improvements to existing facilities are necessary, as many visitors have expressed dissatisfaction with several inadequate amenities. These improvements are essential to restoring and enhancing tourist interest in revisiting the Banyu Panas Palimanan tourist attraction.

## 3. Aksesibilitas (Accessibility)

Accessibility in the management of this tourist attraction refers to the extent to which a destination can be reached and enjoyed by visitors, including groups with special needs, children, and the elderly (Susumaningsih et al., 2020). Accessibility is one of the key components in destination management, including at the Banyu Panas Palimanan tourist site. This aspect covers the ease of access to the location, the availability of transportation facilities, and other supporting infrastructure that functions to enhance visitor comfort. Although Banyu Panas offers various interesting attractions, accessibility to the site remains a significant challenge. The road leading to the tourist area is still unpaved, consisting of merely leveled stones due to limited budget for infrastructure improvement. This condition is further exacerbated by environmental factors such as hot weather and dusty roads, which particularly inconvenience motorcycle users. In addition, the lack of informative signage, both physical and digital, also creates difficulties for tourists unfamiliar with the area. Small, outdated, and hard-to-read signs worsen the situation, even though the location is listed on applications such as Google Maps. The absence of integrated information and adequate infrastructure indirectly reduces tourists' interest in visiting.

Improving accessibility, particularly through synergy between the village government, district government, and the tourism cooperative, is essential to upgrading road conditions and directional signage. This is crucial since accessibility does not only concern physical aspects such as roads but also the provision of supporting facilities that facilitate visitor activities at the site. Accordingly, enhancing accessibility at Banyu Panas Palimanan is regarded as a strategic step toward increasing tourist visits. Good accessibility not only strengthens the destination's competitiveness but also contributes directly to the local community's economic growth and reflects the overall quality of tourism management.

## 4. Layanan Pendukung (Ancillary Services)

Ancillary services at tourist attractions are supporting services that are not part of the main attraction but play a crucial role in meeting tourists' needs and ensuring their comfort during their stay at a destination. Examples of ancillary services include souvenir shops, food stalls, tour guiding services, parking facilities, equipment rentals, as

well as health and safety facilities (Dewandaru et al., 2021). Ancillary services represent an essential element in tourism destination management, aimed at complementing tourists' experiences beyond the core attractions. These services cover basic needs such as consumption, information, comfort, and safety. Facilities such as restaurants, food kiosks, souvenir shops, places of worship, equipment rentals, and medical and security services all fall within this category. Although supplementary in nature, the availability of adequate ancillary services can enhance comfort, extend the length of stay, and contribute to the sustainability of a destination.

At Banyu Panas Palimanan, ancillary services remain relatively limited and are primarily focused on safety, particularly through the provision of medical services. This emphasis stems from the characteristics of the sulfuric hot spring water, which poses potential health risks if visitors soak for too long. The high sulfur content and pungent odor can lead to breathing difficulties or even loss of consciousness, as had occurred with a past visitor. To address this, the management provides medical personnel and regularly delivers warnings via loudspeakers, reminding visitors to limit their soaking time and take breaks to breathe fresh air.

Such risk mitigation efforts highlight the critical importance of ancillary services in ensuring visitor safety. In addition to medical support, management is also expected to install clear and visible warning signs to further raise visitor awareness of potential hazards. Overall, strengthening ancillary services at Banyu Panas Palimanan would not only enhance tourist safety and comfort but also create economic opportunities for the local community through the involvement of micro-businesses such as food stalls and souvenir kiosks. Thus, effective management of ancillary services can yield positive impacts for all stakeholders, increase the attractiveness of the destination, and foster sustainable tourism growth in the area.

## II. CONCLUSIONS

This study applied the 4A framework : Attraction, Amenities, Accessibility, and Ancillary services to evaluate the management of the Banyu Panas Palimanan tourist attraction in Cirebon Regency. The findings indicate that although the destination possesses strong natural potential and local uniqueness, its management remains limited in terms of innovation, facility maintenance, and accessibility improvement. The attraction component is sufficiently appealing but lacks creative development, while amenities and accessibility are underprovided. Ancillary services, particularly related to safety and health, are present but require further enhancement. This study contributes to enriching the literature on destination management by demonstrating how the 4A framework can be integrated with local innovation and community-based approaches to assess sustainability performance at the micro-destination level. The findings emphasize that strengthening innovation and interconnectivity among the four elements of the 4A model can lead to more adaptive and competitive management strategies. This study highlights several actionable recommendations for destination managers and policymakers. First, management should prioritize revitalization of facilities, consistent maintenance, and clearer directional signage to improve accessibility. Second, collaboration among the local government, cooperative, and village authorities must be enhanced to support infrastructure and marketing efforts. Third, product innovation—such as wellness-based tourism programs and digital promotion—can expand the visitor segment and restore competitiveness. Despite its contributions, this study has certain limitations. The research relies primarily on qualitative data, and the number of informants was limited to representatives of management, cooperatives, village officials, and a small group of tourists, which may restrict the generalizability of findings. Moreover, the absence of comprehensive visitor statistical data constrains deeper quantitative analysis. Future research could expand this study by employing a mixed-methods approach to quantify visitor satisfaction and behavior, or by comparing multiple destinations with similar characteristics to identify best practices in community-based tourism management. Further studies may also explore the integration of digital innovation and sustainability indicators to formulate a more holistic model of local destination development.

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