

Analysis of Factors Influencing Revisit Intention Among Guests at Oakwood Hotel & Residence Surabaya

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ABSTRACT

This study aims to analyse the factors influencing guests' revisit intentions at Oakwood Hotel & Residence Surabaya, while also developing strategies to enhance the hotel's competitiveness in the hospitality industry. Recognizing the critical role of guest satisfaction in fostering loyalty, this research investigates the underlying reasons for the low rate of return visits. A qualitative research approach was employed, with data collected through observations and interviews with seven informants, comprising both staff and guests. The findings identified four key factors influencing revisit intentions: location, facilities, service quality, and promotions. A SWOT analysis was conducted to formulate strategic recommendations, including offering attractive packages at competitive prices, enhancing human resource quality, and increasing brand awareness. These insights are expected to assist hotel management in crafting strategies to boost guest loyalty and strengthen competitiveness in Surabaya's hospitality sector.

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1. INTRODUCTION

Tourism is a rapidly growing industry that significantly contributes to foreign exchange, especially in Indonesia, a country rich in cultural and natural attractions. Under President Joko Widodo's administration, various efforts continue to be made to increase tourism potential, such as the initiative to develop ten new "Bali" destinations, which aims to promote other tourist attractions that have the potential to be widely recognized (Sugiarto & Mahagangga, 2020). According to data from the Badan Pusat Statistik (2023), the number of international tourist arrivals in March 2023 reached 809.96 thousand, marking a 15.39 percent increase compared to February 2022.

In addition to tourist attractions, accommodation is a key factor influencing tourists' decisions when choosing a destination (Supraptini & Supriyadi, 2020). Accommodation refers to a place for rest that provides essential facilities and services to meet tourists' needs, including design, food, and staff expertise in service delivery (Arianto & Muhammad, 2018). According to Nugraha et al. (2022), accommodation can be categorized into three types: commercial, focusing on profit; semi-commercial, which serves social purposes; and limited accommodation for specific groups. Beyond serving as a resting place, accommodation also plays a role in promoting the destination itself (Samalam et al., 2016). Providing comfortable, high-quality accommodation, as demonstrated in Semarang Regency and Mataram City, has proven to enhance a destination's appeal (Supraptini & Supriyadi, 2020; Kurniansah & Khali, 2018).

As a metropolitan city and business hub in East Java, Surabaya also boasts numerous attractive tourist destinations, such as Tugu Pahlawan, Ciputra Waterpark, Rumah Batik, Surabaya Zoo, and the Submarine Monument. With the increasing development of resources, the number of accommodations has also grown. According to data from the Badan Pusat Statistik (2020), East Java had 285 star-rated hotels in 2020, with Surabaya alone accounting for 114 hotels or 8,242 rooms. The COVID-19 pandemic in 2019 had a significant impact on the hospitality industry due to travel restrictions in many cities across Indonesia. However, by 2021, following the easing of government restrictions, Surabaya's hospitality sector began to recover.

Oakwood Hotel & Residence Surabaya, a five-star establishment under Oakwood Worldwide and owned by Mapletree Investments, opened on September 27, 2018, in East Surabaya. Unlike other luxury hotels, it features a "serviced apartments" concept, offering 144 fully furnished rooms, ranging from studio to two-bedroom units, along with amenities such as a restaurant, bar, ballroom, gym, and swimming pool. However, Oakwood faces competition from other prominent hotels in East Surabaya, such as Novotel and Grand Dafam, particularly in terms of pricing during the pandemic. As a result, delivering superior value, especially through high-quality service, is essential to maintaining customer satisfaction.

Customer satisfaction is critical to the success of any accommodation business. Satisfied guests are more likely to develop revisit intentions and share their positive experiences with others, while dissatisfied guests can negatively affect the hotel's reputation (Crotts et al., 2009). Ensuring guest satisfaction is a key strategy for Oakwood Hotel & Residence Surabaya to remain competitive, as satisfied tourists are more likely to become repeat visitors, returning consistently when their expectations are met or exceeded.

Oakwood Hotel & Residence Surabaya faces challenges in increasing its guest revisit rate, with frequent complaints regarding high prices and incomplete facilities. Consequently, this study seeks to analyse the factors influencing guests' decisions to return to Oakwood Hotel & Residence Surabaya and to explore the underlying reasons for guests' lack of interest in the services offered. Based on the identified issues, the study addresses two main research questions: first, what factors affect revisit intention at Oakwood Hotel & Residence Surabaya, and second, what strategies should be implemented to enhance revisit intention.

This research aims to make a theoretical contribution to the field of hospitality, particularly in developing effective strategies to attract return guests and remain competitive in the rapidly evolving tourism industry. On a practical level, the findings are valuable for researchers by expanding knowledge of tourism and hospitality business strategies, for stakeholders in the tourism sector by providing insights into guest loyalty strategies, and for Oakwood Hotel & Residence Surabaya by offering solutions to business challenges related to increasing revisit intention and staying competitive. Additionally, this study provides useful information for students at Politeknik Internasional Bali and other readers interested in hospitality and tourism business strategies.

The literature review in this study references several relevant studies pertaining to environmental factors, revisit intention, and hotel guests. Research conducted by [Setiajatnika and Hasyim \(2019\)](#) at Hotel XYZ in Tangerang examines competitive strategies aimed at enhancing hotel performance through the evaluation of internal (IFE) and external (EFE) factors. Their findings indicate that while the hotel has an effective strategy, there is a need for improvement in work processes and promotional programs. [Basiya and Rozak \(2012\)](#) investigated the relationship between the quality of tourist attractions and visitor satisfaction and revisit intention in Central Java, revealing that the quality of natural, built, cultural, and social tourism significantly influences the satisfaction and revisit intentions of foreign tourists. Additionally, [Dewi \(2017\)](#) explored guest perceptions of service quality at Naya Gawana Resort and Spa, demonstrating that guest satisfaction was linked to both service quality and environmental factors, such as location and cleanliness, which contributed to intentions for repeat visits. The common thread among these studies is their focus on factors that affect guest satisfaction and revisit intention, which are critical for informing hotel strategies aimed at increasing revisit rates.

1.1 Analysis of Environmental Factors and Strategies in Hospitality

Environmental factors within a company can be categorized into two primary segments: internal and external. As noted by [Cymbidiana and Rosidi \(2013\)](#), the analysis of environmental factors is a strategic planning tool that aids in identifying opportunities and threats faced by the company. The internal environment, as outlined by [Susanthi \(2017\)](#), encompasses elements within the organization that directly influence its operations; leveraging effective internal resources can provide a competitive edge. Conversely, [Ramdhani \(2018\)](#) explains that the external environment comprises factors beyond the company's control, spanning from macro to operational contexts, which can present both opportunities and threats, thereby creating uncertainty for the organization. In the hotel sector, internal environmental factors include human resources, facilities, services, and location, whereas external factors encompass competitors, guest satisfaction, and various external influences.

Consequently, a strategy is essential for effectively managing the environmental factors that impact the hotel. Strategy, in this context, refers to a structured plan intended to guide activities toward achieving specific objectives. [Chaffee \(1985\)](#) identifies differing perspectives as one of the challenges inherent in strategy formulation. [Wandrial \(2004\)](#) further elaborates that strategy is an interdisciplinary domain that evolves in response to changes in the business landscape, such as competition, consumer behavior, and technological advancements. [Mintzberg \(1972\)](#) underscores the necessity of decisiveness in strategy formulation, categorizing strategies into three types: planning, adaptive, and entrepreneurial.

According to [Mintzberg \(1987\)](#), strategy acts as a guiding framework, and it is imperative for every organization to have a strategy to establish goals and navigate competitive landscapes. Strategies operate at three distinct levels: (1) corporate strategy, which encompasses comprehensive plans defining the company's mission; (2) business strategy, which centers on cultivating competitive advantages at the divisional level; and (3) functional strategy, which pertains to specific departmental plans aimed at achieving broader business objectives. Within the context of this research, the development of corporate strategy will involve analysing internal and external environmental factors through SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, with the goal of capitalizing on opportunities, anticipating threats, and enhancing the existing operational framework at the hotel.

1.2 Revisit Intention

Revisit Intention refers to an individual's intention to return to purchase or utilize a service, stemming from loyalty to a particular company or brand. According to [Octaviany and Utami \(2017\)](#), Revisit Intention is influenced by past behaviors or experiences that shape an individual's decision to revisit, while [Qader and Khalid \(2008\)](#) characterize it as a mental state that motivates a person to take action at a specific time.

Hotel guests, as defined by [Supriyono and Iskandar \(2015\)](#), are individuals who engage in an exchange of value to benefit from a product or service, with purchasing decisions being affected by factors such as trust, attitudes, and personal values. [Lubis and Kartikasari \(2019\)](#) further note that consumer decision-making is influenced by cultural, social, personal, and psychological factors, leading to the classification of consumers into two groups: personal and organizational. Within the hotel context, Revisit Intention can be enhanced through guest loyalty programs, such as the Guest Loyalty Program, which provides more competitive pricing than that offered by travel agents or online booking platforms. This approach not only strengthens customer loyalty but also encourages repeat visits ([Koo et al., 2020](#)).

1.3 Research framework

Drawing from the literature review conducted by the authors, a conceptual framework has been developed to address the research problem posed in this study. This conceptual framework analyses multiple factors influencing revisit intention at Oakwood Hotel & Residence Surabaya. These factors encompass internal environmental elements, including service quality, facilities, and location, alongside external factors such as competition and customer satisfaction. According to the theory of revisit intention, customer satisfaction plays a critical role in the decision to return, a decision that is further influenced by the quality of services offered, pricing, and loyalty programs.

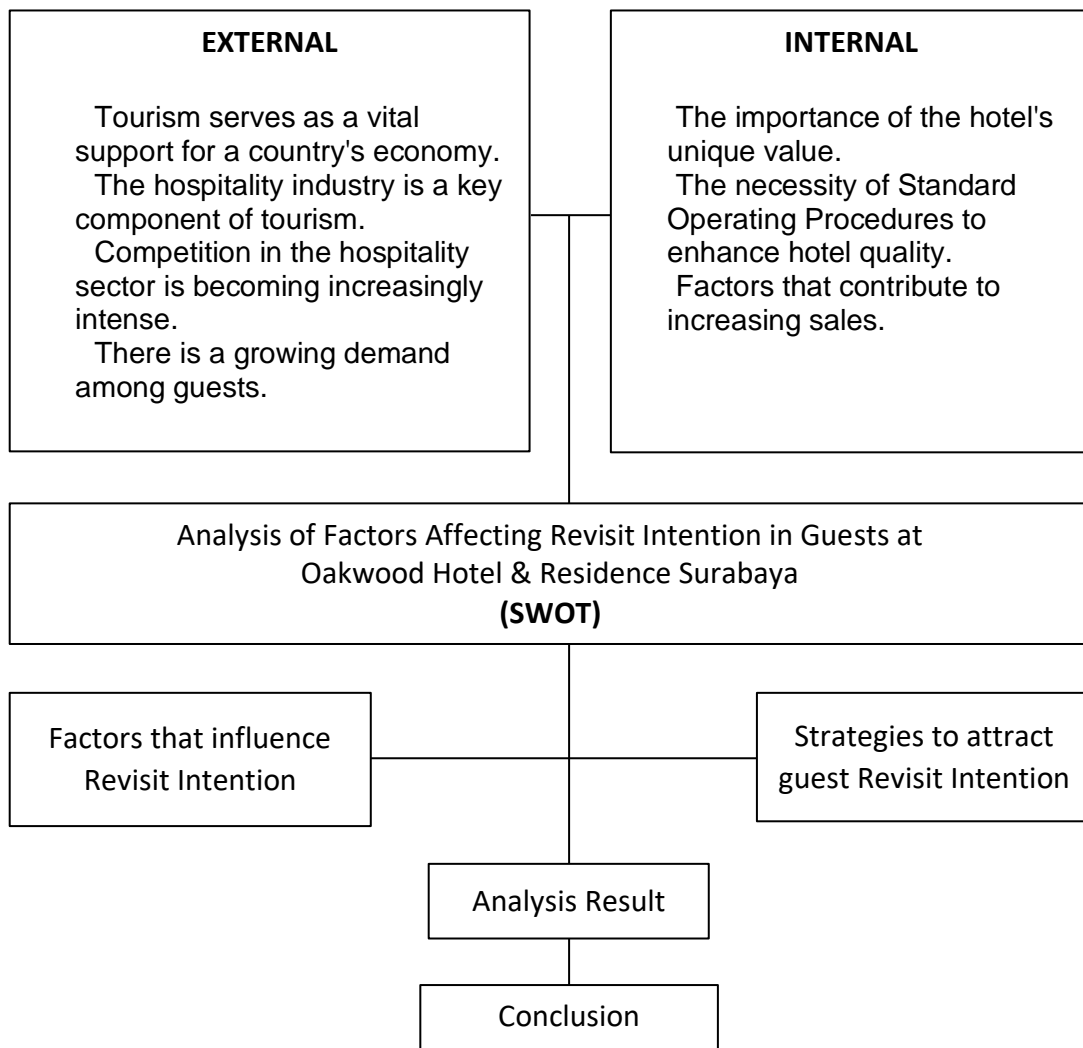


Figure 1. Research framework.

This study employs SWOT analysis (strengths, weaknesses, opportunities, and threats) to identify the relevant strengths, weaknesses, opportunities, and threats associated with the research context. The findings will inform the development of strategies aimed at enhancing revisit intention at the designated research location.

2. METHODS

2.1. Research Design

This research design employs a qualitative methodology, emphasizing the collection of descriptive data. The primary objective of this study is to explore responses to the previously formulated research questions through interviews with community members and direct observations within the hotel environment. This approach is anticipated to yield a comprehensive understanding of the issue under investigation by considering the experiences and perspectives of the respondents.

The research was conducted at Oakwood Hotel & Residence Surabaya, located at Kertajaya Indah Street No. 79, Manyar Sabrangan, Mulyorejo, Surabaya, East Java, Indonesia. This five-star hotel, which operates under a serviced apartment concept, was selected as the research site due to the presence of several issues pertinent to the study's focus. Additionally, the selection of this hotel was justified as the problems examined align with the actual conditions experienced at the establishment.

2.2 Research Participants

Participants in this study were carefully selected to ensure the collection of accurate and relevant data to address the research questions. The data collection method involved structured interviews with guests who had previously stayed at Oakwood Hotel & Residence Surabaya, specifically those aged 17 and older who had made a return visit to the hotel. In addition to interviewing hotel guests, discussions were held with hotel staff to gain an internal perspective on customer service and satisfaction. A total of seven individuals were interviewed, comprising four staff members from Oakwood Hotel & Residence Surabaya and three hotel guests.

The structured interviews were designed to elicit in-depth information that would support the analysis of factors influencing guests' intentions to revisit the hotel. Data sources for this study were obtained directly from informants associated with Oakwood Hotel & Residence Surabaya, including employees and hotel guests who had relevant experiences and could provide valuable insights. The informants included four staff members: the Marketing Communication representative (Informant 1), the Executive Assistant Manager (Informant 2), a Human Resources representative (Informant 3), and an Order Taker from Housekeeping (Informant 4), along with three hotel guests (Informant 5).

2.3 Data Collection

The primary instrument utilized in this research is a structured interview, which consists of a question guide specifically designed to elicit responses relevant to the research problems outlined. According to Djaali as cited in [Sappaile \(2007\)](#), a research instrument is a tool that fulfills academic standards and is used to measure a subject or collect data from specific variables. In this study, interviews were conducted either in person or via online platforms, with the aid of tools such as cameras to record and document each interview session. The interview guide is crafted to ensure that responses address the research questions through a series of targeted questions.

The collected data was analysed using the SWOT method, which seeks to identify strengths, weaknesses, opportunities, and threats related to the research subject. The interviews involve a total of seven participants, including four staff members from Oakwood Hotel & Residence Surabaya and three guests aged over 17 who have previously stayed at the hotel. This methodology is anticipated to yield in-depth and varied data, capturing both the internal perspectives of the hotel staff and the viewpoints of the guests, thereby providing a comprehensive understanding of the issue being investigated.

2.4. Data Analysis

The data analysis technique employed in this research was conducted descriptively, aiming to articulate the responses gathered to address the predetermined research problems. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was utilized as a method for evaluating the data, with the objective of formulating an actionable strategy. According to

Sulistiani (2014), SWOT is an effective tool for assessing a company's internal strengths and weaknesses while identifying external opportunities and threats. Ratnawati and Astuti (2020) further assert that SWOT analysis operates on the premise that a successful strategy enables companies to maximize their strengths and opportunities while minimizing weaknesses and threats, ultimately generating a positive impact and providing valuable insights for the organization.

In this analysis, **strengths** refer to the advantageous resources possessed by the company, including the quantity of human resources, unique advantages, and other competitive edges that can be compared with those of competitors and market demands. **Weaknesses** denote the limitations faced by the company in terms of quality, skills, and human resources, which may hinder its growth. **Opportunities** represent external environmental factors that the company can leverage to enhance development and profitability, thereby increasing its competitiveness. Conversely, **threats** encompass external challenges that could jeopardize the company, posing obstacles that must be addressed to achieve its goals.

The outcomes of the data analysis will be presented descriptively, providing detailed explanations related to the strategies aimed at enhancing guest revisit intention at Oakwood Hotel & Residence Surabaya. This approach is intended to ensure that the research findings are clearly articulated and aligned with the study's objectives. The final results will be summarized, highlighting the main findings and the strategies that the hotel can implement.

3. RESULTS AND DISCUSSION

3.1. Factors that influence Revisit Intention at Oakwood Hotel & Residence Surabaya

3.1.1. Internal Factors

Based on the findings from the observations and interviews conducted, several internal factors influence revisit intention at Oakwood Hotel & Residence Surabaya. These factors include: 1) **Human Resources**, 2) **promotion**, 3) **public facilities**, 4) **location**, and 5) **hotel concept**.

Firstly, concerning **Human Resources**, the quality of service delivered by hotel staff is crucial in fostering a positive experience for guests. As stated in an interview with Joko Mulyono as an Executive Assistant Manager:

"Staff must be able to communicate well in order to convey information to others, for example, when a guest has stayed at Oakwood, let's call them X and X makes a return visit, the staff can greet them by mentioning the name of Mr./Mrs. X and know what the guest needs so that the guest feels special and happy, besides that if there are those who have special needs then we can prepare them well, but here there are still few who are aware of this."

Consequently, hotel staff are anticipated to communicate effectively and personally greet guests, particularly those who have previously stayed at the hotel. Nevertheless, there have been various complaints regarding staff communication, as expressed by guest Endang Puspita:

"I attended a buffet event at Oakwood at that time I asked for an additional chair at my table, then I waited for a long time and there was no response. I asked the intern, and the response was not good, he looked confused and not responsive."

It has been observed that the responses provided by the staff, particularly the interns, appeared slow and unprofessional. Communication issues were further highlighted by guest feedback on platforms like Google Reviews, where several guests reported experiencing rude treatment from security personnel and delays during the check-in process. Notable comments included:

"The security staff asked impolite things, even he mistook me for a new staff and treated me badly. In addition, the check-in process was very long, I had to wait for 2 hours" (Pratiwi, 2019).

"Actually, I like the spacious room, but I was disappointed with the service when checking in and checking out which took a very long time" (Cantik, 2020).

"Security is very bad, I was blamed for using the wrong elevator, while there were no clear instructions" (Hadziq, 2022).

This indicates that there remains significant opportunity for enhancement in communication and staff knowledge to improve overall service quality. Effective communication is crucial and encompasses the use of clear and accessible vocabulary, courteousness, an appropriate tone of voice, and positive body language. These elements must be considered to prevent misunderstandings during interactions with guests. Furthermore, communication among employees should be consistent and not limited to specific occasions (Wibiksana & Estikowati, 2015). Employees must integrate strong communication skills with sufficient knowledge to respond to guest requests or complaints promptly and appropriately. The second factor is **promotion**. Based on an interview with Clarissa Icha, one of the guests:

"I really like the hotel's concept, especially the spacious and clean rooms. I might choose this hotel again when I visit Surabaya next time. I hope they have more promotions to attract more guests."

It can be concluded that the promotions implemented by Oakwood Hotel & Residence Surabaya are perceived as somewhat inconsistent. Although the hotel's concept is appealing, guests are seeking more promotional offers to attract a larger number of visitors. Currently, promotions are primarily limited to specific celebratory events, and the Marketing Communication team acknowledges the necessity of restructuring their promotional strategy to enhance brand awareness. This effort includes the development of the hotel's website and social media presence to broaden marketing reach. Additionally, the promotional programs are expected to be more structured, supported by clear and sustainable content planning. Camelia Ayu, the Marketing Communication representative at Oakwood Hotel & Residence Surabaya, stated that:

"I want to increase promotions because they have not been well organized so far. I just handed over responsibilities to the previous staff regarding the existing promotions, so now I am working on organizing the hotel's website and social media."

In practice, the promotions offered by Oakwood Hotel & Residence Surabaya have not been sufficiently effective in attracting visitors, prompting the development of new initiatives

such as flyers for family deals, discount vouchers for facials from partner clinics, and 15-minute spa vouchers upon check-in. Influencers will also be invited in accordance with the target market to enhance brand awareness. Additionally, promotions will be conducted through telemarketing aimed at government entities, corporations, and guests who have previously hosted events at the hotel, offering special rates. According to the Marketing Communication team, there was previously no clear content planning for promotions related to specific events. Ayu, as the Marketing Communication representative, stated that:

"The previous promotions did not have a clear content plan, so for specific events like Christmas and Ramadan, there were no guidelines for when promotions should happen. There hasn't been any development for brand awareness either. However, this year, our social media has seen significant growth; in the last eight months, our Instagram gained 3,000 new followers because I am working on giveaways and collaborations aimed at increasing brand awareness."

Additionally, the Human Resources team at Oakwood Hotel & Residence Surabaya mentioned that promotions can be an opportunity for the hotel. Dita Anindra stated that: "Oakwood is a new hotel in Surabaya, so we can take advantage of this because many people are still unaware of us and are curious about the Oakwood brand."

The third factor is that the **public facilities** offered by Oakwood Hotel & Residence Surabaya require enhancement to remain competitive with other five-star hotels in Surabaya. Based on observations and interviews with staff, the hotel currently lacks several essential amenities, such as a spa corner and a kids' corner, and its ballroom features a low ceiling, which is not conducive for hosting large events. One guest, Christian Edward, also remarked that:

"I'm very satisfied with the room because it's very spacious, but I wish some facilities were available. Also, the pool on the fifth floor is nice because it's semi-indoor, but it's small and there isn't a bathroom for rinsing off—just one open shower next to the pool."

Similarly, Clarissa Icha, a hotel guest, added, "I am quite satisfied with the room facilities, but the public facilities are lacking, as there is no spa available at the hotel." Not only guests, but some hotel staff also share similar sentiments. For instance, Lifia, an Order Taker in Housekeeping, stated, "The hotel lacks adequate public facilities, such as the low ceiling in the ballroom, which is not suitable for large events like weddings or birthday parties."

This indicates that enhancing public facilities is essential to meet guest expectations and improve the competitive position of Oakwood Hotel & Residence Surabaya in the hospitality market. Additional guest comments from reviews also support this observation, including:

"The room is very comfortable, and the amenities are complete. I also like the pool, but there is no indoor shower, which is not suitable for a five-star hotel (Wangsawidjaja, 2020)."

"There is no special place for worship. The hotel uses one of the rooms as a prayer space, and the bathroom is used for cleaning up before worship (Hadziq, 2022)."

In response to various complaints, Joko Mulyono, the Executive Assistant Manager, stated, "We need to compensate for our shortcomings by providing better service and offering

complimentary items, so that guests feel more valued and satisfied despite the limitations of the available facilities."

The fourth factor is **location**. Although Oakwood Hotel & Residence Surabaya is situated in East Surabaya, it is strategically positioned near shopping centers and other amenities. Dita Andira, a representative from Human Resources at Oakwood Hotel & Residence Surabaya, noted, "The hotel is close to a bus station, as well as a salon, café, bar, shopping areas, banks, fitness centers, and a mall."

However, based on observations, the hotel's location tends to attract less interest from visitors. Its position in East Surabaya results in fewer visitors compared to hotels located in Central and West Surabaya. Joko Mulyono, the Executive Assistant Manager, further commented:

"We are not significantly behind hotels located in the city center or West Surabaya. We also have many attractions in this area; however, it is evident that guest interest leans more towards West and Central Surabaya. Many people express reluctance to stay in East Surabaya due to the distance. However, the hotel can provide facilities such as a shuttle service to make it easier for guests to visit various locations."

Despite this, the location also presents an opportunity for Oakwood to become the first five-star hotel in East Surabaya by offering additional services like shuttle buses to facilitate guest mobility to other destinations in Surabaya.

Lastly, the **concept** of Oakwood Hotel & Residence Surabaya is that of a serviced apartment, which combines the comfort of an apartment with five-star hotel services. The amenities provided in the rooms, such as complete dining utensils, a washing machine, and a kitchenette, offer a more private experience that is well-suited for guests seeking long-term accommodation. Joko Mulyono, the Executive Assistant Manager, stated, "We have a residence concept that is more private compared to typical hotels. Our lobby is small but located on a higher floor, which provides privacy for our guests, and the equipment available in the rooms is certainly more comprehensive."

Camelia Ayu from Marketing Communication also remarked, "Compared to other hotels, we have a great concept. We offer spacious rooms and equipment similar to residential apartments, but we also provide five-star hotel service." This concept offers Oakwood a distinct advantage over other hotels in Surabaya, although it still requires enhancements in service and public facilities to attract more guests and increase revisit intentions.

3.1.2. External Factors

One significant external factor is **competition with other hotels**. Although Oakwood Hotel & Residence Surabaya is the only five-star hotel in East Surabaya, it still faces competition from hotels in other regions. Five-star hotels located in Central and West Surabaya, such as JW Marriott, Vasa, Ciputra World, Sheraton, and Shangri-La, pose primary competition to Oakwood. These hotels offer various amenities and experiences that may be more appealing to guests, particularly those who prefer more central locations. Additionally, Ascott Waterplace, which also operates under the serviced apartment concept like Oakwood, adds competitive pressure due to their similar market segment and concept.

Competition is not only limited to five-star hotels but also extends to four-star and three-star hotels in East Surabaya, especially regarding pricing strategies. As explained by Dita

Anindra from Human Resources at Oakwood, "The boundaries of competition between the markets, value, and prices of four- and five-star hotels have become ambiguous since the emergence of Covid-19. For instance, the prices of five-star hotels can now compete with those of four-star hotels." This is evidenced by several five-star hotels now offering competitive pricing compared to four-star hotels, necessitating that Oakwood exercise greater caution in its pricing strategy and service quality to remain competitive in the market.

Another external factor affecting revisit intention is **the increasing number of tourists** in East Java, particularly as the conditions following the pandemic continue to improve. This increase is reflected in statistical data released by BRS (Berita Resmi Statistik), indicating a significant rise in the number of international tourists arriving via Juanda Airport in Sidoarjo, East Java. This positive trend presents a substantial opportunity for Oakwood Hotel & Residence Surabaya to attract more guests, both domestic and international. With the growing influx of tourists to East Java, the hotel has the chance to strengthen its position in the market, particularly by leveraging its advantageous location in the increasingly developed East Surabaya. However, to maximize this potential, Oakwood must adjust its marketing and promotional strategies to be more appealing to the rising number of visitors to East Java. By considering the dynamics of competition and opportunities arising from the increase in tourism, Oakwood can enhance revisit intention through a combination of marketing strategies, superior service, and competitive pricing adjustments.

3.2. SWOT Matrix Analysis

Based on the results of observations and interviews, the internal and external factors influencing revisit intention at Oakwood Hotel & Residence Surabaya can be analysed using a SWOT approach. From the perspective of internal factors, several **strengths** of Oakwood Hotel & Residence Surabaya include its unique concept that distinguishes it from other five-star hotels. The hotel offers a residence concept with the smallest room type measuring 44 square meters, furnished with complete amenities such as dining utensils, glassware, and furniture, providing guests with a homely comfort.

Additionally, its location in East Surabaya can be considered strategic due to its proximity to various public facilities, including shopping centers, restaurants, cafés, bus stations, salons, and banks. Furthermore, as a relatively new hotel that had its soft opening in 2018, Oakwood has significant opportunities to enhance brand awareness within the community through more active promotion.

However, there are also several **weaknesses** that need to be addressed. The public facilities provided by Oakwood are perceived as insufficient to meet five-star hotel standards, such as the small ballroom size, low ceiling height, and limited access to the gym, which is only available to staying guests. These limitations restrict the hotel's revenue compared to its competitors. Moreover, the swimming pool lacks indoor shower facilities, there is no specialty restaurant, and spa services are limited to in-room treatments. The absence of a kids' corner also poses a challenge in attracting family guests.

Some guests perceive the hotel's location in East Surabaya as less than ideal, especially those who prefer Central and West Surabaya, with the distance serving as a deterrent. The quality of human resources at Oakwood also requires improvement, particularly in staff responsiveness and communication, which have been criticized by some guests, along with inadequate supervision. Furthermore, Oakwood's promotional efforts through social media

and endorsements are seen as insufficiently regular, rendering them ineffective in raising public awareness about the hotel’s existence and advantages.

In terms of external factors, Oakwood possesses several **opportunities** that can be leveraged. Notably, Oakwood is currently the only five-star hotel in East Surabaya, providing a competitive edge in the area. Additionally, the increasing number of domestic and international tourists in East Java presents a significant opportunity for Oakwood to attract more guests.

However, Oakwood also faces significant **threats**, particularly concerning price competition with other hotels. Price competition is a crucial factor influencing guests' decisions when selecting a hotel. If the prices offered are too high, guests are likely to choose other hotels that provide similar amenities at more affordable rates, such as JW Marriott and Sheraton. Conversely, if the prices are set too low, this could damage Oakwood's established brand image and market position as a five-star hotel. Moreover, the emergence of numerous new hotels in Surabaya that offer competitive pricing and more comprehensive amenities, such as restaurants, spas, swimming pools, and larger areas, poses additional challenges for Oakwood in attracting guests and enhancing revisit intention.

Table 1. Internal and External Factors of Oakwood Hotel & Residence Surabaya.

Internal Factors		Eksternal External	
<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
- “Serviced Apartment” concept	- Public Facilities	- There are no 5-star hotels in East Surabaya	- Price competition
- Location of Oakwood Hotel & Residence	- Location of Oakwood Hotel & Residence	- Increasing number of tourists	- Traffic obstacles
- Increase brand awareness	- Quality of Human Resources		
- Good Quality of food - Good ambience	- Promotion is not consistent - Rooms are not soundproof		

The factors analysed using the SWOT framework are summarized in **Table 1**. Overall, this SWOT analysis provides a clear overview of the internal and external factors influencing revisit intention at Oakwood Hotel & Residence Surabaya, serving as a foundation for formulating more effective development strategies.

3.3. Strategy Based on SWOT Matrix

Based on the SWOT matrix analysis conducted, Oakwood Hotel & Residence Surabaya can implement four strategic measures to enhance its competitiveness and increase guest revisit intention. These measures consist of strategies aimed at maximizing opportunities (SO), mitigating threats (ST), addressing weaknesses (WO), and anticipating potential threats (WT).

<p style="text-align: center;">INTERNAL</p> <p style="text-align: center;">EKSTERNAL</p>	<p>STRENGTH (S)</p> <ol style="list-style-type: none"> 1. "Serviced Apartment" concept 2. Location of Oakwood Hotel & Residence 3. Promotion 4. Good quality of food 5. Good ambience 	<p>WEAKNESSESS (W)</p> <ol style="list-style-type: none"> 1. Public Facilities 2. Location of Oakwood Hotel & Residence 3. Quality of Human Resources 4. Promotion 5. Rooms that are not soundproof
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. There are no 5-star hotels in East Surabaya 2. Increasing tourist visits to Surabaya 	<p style="text-align: center;">SO Strategy</p> <ol style="list-style-type: none"> 1. Building brand awareness 2. Increasing promotions or packages that can be used to attract guests' attention 	<p style="text-align: center;">WO Strategy</p> <ol style="list-style-type: none"> 1. Provide attractive promotions to tourists visiting Surabaya 2. Offer a shuttle that can be used by hotel guests to make it easier to travel to the desired location
<p>THREATS (T)</p> <ol style="list-style-type: none"> 1. Price competition with other hotels 2. Traffic obstacles in the hotel environment 	<p style="text-align: center;">ST Strategy</p> <ol style="list-style-type: none"> 1. Highlight the concept through brand awareness so that the public can know the advantages of Oakwood compared to other hotels. 	<p style="text-align: center;">WT Strategy</p> <ol style="list-style-type: none"> 1. Conducting routine facility development (maintenance) 2. Improving the quality of human resources by providing training for employees 3. Rearranging content planning to be more organized and neater.

Figure 2. SWOT Matrix of Oakwood Hotel & Residence Surabaya

First, the **SO strategy** focuses on maximizing opportunities in the market. One effective step is to build brand awareness, especially considering that Oakwood Hotel & Residence Surabaya is relatively new to the area. Thus, consistent promotion tailored to the target market segment is crucial. Management should leverage social media, special events, and endorsements to capture the attention of potential guests and enhance public awareness of the brand. Furthermore, improving service offerings—such as providing shuttle facilities for guests seeking easier access to other areas in Surabaya—can enhance the guest experience. Personalized services, such as welcoming guests with a complimentary drink, can also significantly improve guest satisfaction and reinforce positive impressions.

Second, the **ST strategy** aims to mitigate threats while leveraging available opportunities. In this context, Oakwood Hotel & Residence Surabaya can strengthen its promotional efforts by introducing special packages for long-staying guests and offering vouchers that allow guests to experience hotel facilities. Additionally, targeted strategies such as giveaways and focused endorsements can help broaden promotional outreach and increase appeal to the intended market segment.

Third, the **WO strategy** concentrates on addressing internal weaknesses. One identified weakness is the inadequacy of general facilities and the perception of the hotel's location as less strategic by some guests. To counter this, Oakwood Hotel & Residence Surabaya can enhance its services by providing shuttle options that assist guests in accessing other areas of Surabaya more conveniently. A more responsive and proactive service approach can mitigate the impact of an unfavorable location and provide added comfort for guests.

Lastly, the **WT strategy** is designed to anticipate both external and internal threats. Oakwood Hotel & Residence Surabaya must enhance the quality of its existing facilities by maintaining cleanliness and ensuring that all amenities are in optimal condition. Implementing regular maintenance and routine inspections of each room is vital to avoid negative impressions from guests. Additionally, improving the quality of human resources is essential for addressing existing challenges. Comprehensive training programs—including general training for all staff, trainees, and daily workers—can ensure that the entire team possesses the necessary skills to deliver exceptional service, including training in communication, guest service, and complaint handling. Providing incentives for high-performing employees can also enhance motivation and the overall quality of service offered. By implementing these strategic measures, Oakwood Hotel & Residence Surabaya is expected to effectively navigate competitive market challenges, enhance service quality, and strengthen brand awareness, ultimately leading to an increase in guest revisit intention.

4. CONCLUSION

Based on the research findings, several significant factors influence guests' intentions to return to Oakwood Hotel & Residence Surabaya. These factors include location, facilities, service quality, and promotional strategies. Regarding location, although Oakwood is situated in an area considered strategic in East Surabaya, visitor interest in this region remains relatively low. A primary reason for this is the additional costs that may arise for guests wishing to access areas such as Central or West Surabaya, which are more popular as tourist and business destinations. This factor becomes a crucial consideration for guests when choosing accommodation, thus affecting their decisions to return.

In terms of facilities, Oakwood Hotel & Residence Surabaya faces challenges in competing with other five-star hotels. Certain public facilities, such as a spa, kids' corner, and specialty restaurant, do not fully meet guest expectations. The gym, accessible only to overnight guests, and a ballroom with a low ceiling are also frequently cited weaknesses. To compete effectively at the five-star level, Oakwood should consider enhancing and expanding its public facilities to provide a more satisfying guest experience.

Service quality is another critical factor significantly impacting guests' intentions to return. The quality of communication and the staff's knowledge at Oakwood in addressing guest requests and complaints require improvement. Guests expect prompt responses and effective solutions when encountering issues during their stay. Therefore, enhancing service quality, particularly in communication and response speed, will increase guest satisfaction and their likelihood of returning.

Moreover, promotions play a crucial role in attracting new guests and encouraging repeat visits. Currently, Oakwood's promotional strategies are inadequate for building strong brand awareness. Therefore, more consistent and targeted promotions that highlight Oakwood's advantages and facilities are essential to garner greater interest from potential guests.

Based on the SWOT analysis, several strategies have been proposed to optimize existing opportunities and address various challenges faced by Oakwood. One important strategy is to enhance brand awareness through more effective promotions, particularly in showcasing

the available facilities. Although some of these amenities may not yet fully meet five-star hotel standards, promotions that emphasize the hotel's strengths can attract potential guests. Furthermore, improving facility quality through regular maintenance is crucial, especially considering guest complaints regarding malfunctioning equipment, such as ineffective air conditioning and damaged room doors. Proper maintenance will ensure guest comfort and enhance the hotel's overall image.

Additionally, enhancing human resource quality is a significant priority. Guests expect friendly, prompt, and professional service. Therefore, regular training that focuses on improving communication skills and complaint handling should be provided to all staff, along with stricter supervision to ensure consistent service standards. Complaints regarding staff behavior, such as misunderstandings in using facilities like the elevator, indicate the need for improvements in training and daily oversight.

As a recommendation, Oakwood Hotel & Residence Surabaya should maximize its competitive advantages by offering more amenities and comfort for guests, such as additional services or flexibility in service provision. This approach will enhance guest satisfaction and comfort during their stay. Additionally, Oakwood should implement strict regulations and periodic general training for all staff to ensure that service standards are consistently maintained and improved over time.

In terms of promotions, it is crucial for Oakwood to execute a consistent marketing strategy, particularly through social media and the hotel's official website. Establishing partnerships with external parties, such as travel agents, media, and event organizers, can also expand Oakwood's brand awareness. Consequently, the hotel can attract more guests and strengthen its market position. Finally, maintaining the quality of guest rooms and public areas should be a top priority to ensure that the hotel environment remains in optimal condition, which will enhance the guest experience and strengthen their intentions to revisit the Oakwood Hotel & Residence Surabaya in the future.

5. ACKNOWLEDGMENT

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6. AUTHORS' NOTE

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