

## **INTEGRATED MODEL OF TOURIST DESTINATION'S CAPACITY FOR TOURISM BUSINESS GOVERNANCE USING LITTLE'S LAW FORMULA IN SURABAYA CITY**

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### **Abstract**

Tourism development is a strategic driver for enhancing local economies. Managing destination capacity has become essential for ensuring sustainability and high-quality visitor experiences. Surabaya, as a prominent tourism city, can benefit from improved efficiency and reduced operational costs through better capacity management. This study aims to develop an integrated destination capacity model in Surabaya by leveraging Lean Supply Chain principles and Little's Law. The goal is to identify and reduce waste in visitor flow while boosting operational efficiency. The study involves collecting data on visitor arrivals and their duration at Surabaya's tourist destinations. This data is analyzed using Little's Law ( $L = \lambda W$ ) to determine the optimal capacity that enhances visitor experience and minimizes waiting times and operational costs. Results indicate that implementing this integrated model significantly reduces visitor waiting times and enhances satisfaction. It also provides an effective strategy for managing visitor numbers during peak seasons, ensuring a more balanced flow of tourists. The model offers valuable insights for destination managers in efficiently allocating resources and managing capacity, especially in high-potential tourism cities like Surabaya. This approach not only enhances the visitor experience but also contributes to sustainable tourism management by balancing demand and operational efficiency.

**Keywords:** Destination Capacity, Tourism Business Management, Lean Supply Chain, Little's Law Formula, Operational Efficiency

### **INTRODUCTION**

Indonesia's economic structure is increasingly shifting toward high-value-added sectors, with 73% of economic income generated from the services sector, primarily through the digital economy and tourism. Tourism plays a vital role in Indonesia's development, particularly as a significant contributor to foreign exchange earnings. On a macroeconomic scale, tourism in Indonesia contributed IDR 842,303.16 billion to the national Gross Domestic Product (GDP) in 2022, with

steady growth in foreign exchange revenue from tourism since 2011.

The tourism industry is one of the fastest-growing economic sectors in Indonesia. Although the COVID-19 pandemic had a significant impact on this sector, tourism is expected to recover as the pandemic is managed and society adapts to new conditions. In this context, effective tourism business management is essential to prepare for and adapt to these changes.

Surabaya, as a major tourist destination in Indonesia, has shown substantial potential in attracting visitors over recent years. However, the growth in tourist arrivals has not been matched by improvements in efficient and effective tourism business management. Key challenges in Surabaya's tourism industry include limited coordination among stakeholders, suboptimal destination capacity management, and a lack of understanding about the relationship between destination capacity and tourism business performance.

To address these challenges, a comprehensive and integrated approach is needed to improve tourism business management in Surabaya. One promising approach is to develop a model that combines destination capacity concepts with operations management theory, specifically Little's Law. This model integrates destination capacity with operational management concepts, linking visitor throughput, items being processed (inventory), and arrival rate within a system. In tourism, Little's Law can be applied to calculate destination capacity, tourist arrival rates, and overall tourism business performance holistically.

The development of an integrated destination capacity model for Surabaya using Little's Law aims to provide a relevant and effective approach to improving tourism business management in the city. This model is expected to offer better guidance for stakeholders in managing destination capacity, enhancing visitor experience, and strengthening the overall competitiveness of Surabaya's tourism industry. Therefore, destination capacity analysis is crucial for identifying areas that need improvement and for formulating effective capacity enhancement strategies.

This study will integrate the concept of tourism carrying capacity with Little's Law to measure the smooth flow of tourists within the capacity limits of Surabaya's destinations. By focusing on attraction,

amenities, and accessibility from arrival to departure of international tourists, this model is anticipated to offer new insights into more effective and efficient management and planning of Surabaya's destination capacity.

## METHODOLOGY

A quantitative approach is ideal for researching tourism destination capacity management in Surabaya, particularly in applying Little's Law. This approach enables systematic collection and analysis of numerical data, essential for testing hypotheses related to visitor flow and capacity. By gathering data on visitor numbers, wait times, and operational capacity, researchers can analyze causal relationships and trends. This analysis supports effective policy formulation for managing destination capacity efficiently, aligning with the mathematical principles of Little's Law, and thus achieves the research objective of planning and formulating capacity management strategies.

The integrated tourist capacity model includes two primary components: (1) destination elements such as attractions, accessibility, and amenities, and (2) the total number of foreign tourists entering Surabaya through Juanda International Airport, as well as the overall number of tourists in Surabaya. The model incorporates key variables: the Attraction variable (AT), covering natural and artificial attractions like beaches, islands, entertainment areas, tourist zones, and plantations; the Accessibility variable (AC), which includes facilities at the international airport, transportation, and more; and the Amenity variable (AM), covering accommodations, hotels, restaurants, cafes, and related facilities. Tourist capacity is measured with the following integrated model:

$$Kt = \min \left( \sum \frac{Tt}{AKit'} \sum \frac{Tt}{AMit'} \sum \frac{Tt}{ATit} \right)$$

where

$Kt$  represents the minimum tourist capacity across these components.

The number of tourists consists of foreign visitors ( $Ft$ ) arriving at Juanda International Airport and the total number of tourists in Surabaya ( $Tt$ ). Key indicators in this model include:

- A. Accessibility, covering arrival halls, check-in counters, baggage claim, international waiting areas, and departure halls for international tourists arriving at Juanda International Airport, plus all tourists using transportation from the airport to Surabaya;
- B. Facilities, including hotels, restaurants, and cafes for all tourists;
- C. Attractions, covering popular and other tourist attractions within Surabaya.

Tourist capacity ( $Kt$ ) is determined by the minimum capacity across components. The real capacity of a destination is set by the lowest capacity among these components. Accessibility is further split into Juanda Airport facilities and transportation from the airport to Surabaya's center. Using data on foreign tourists entering Surabaya via the airport, the formula is:

$$Kt = \min \left( \sum \frac{Ft}{AKiat}, \sum \frac{Tt}{AKit}, \sum \frac{T}{AM} \right)$$

The utilization rate, or threshold ( $\alpha$ ), is calculated by dividing the number of tourists served ( $Ut$ ) by available capacity ( $Kt$ ):

$$\alpha = \frac{Ut}{Kt}$$

If  $\alpha=1$ , capacity is fully utilized. If  $\alpha>1$ , it indicates overcapacity and potential congestion;  $\alpha<1$

shows underutilization. Understanding tourist capacity is essential to maintain quality tourist experiences and manage fluctuations in tourist numbers.

Data collection includes primary data from field surveys on attractions, facilities, and accessibility in Surabaya, and

secondary data from institutions like the Central Bureau of Statistics, airport management, the Ministry of Tourism, and relevant agencies in East Java Province and Surabaya City. This study collects data from two main sources: primary and secondary. Primary data is obtained through structured field surveys with tourists visiting Surabaya, assessing tourist attractions, supporting facilities, and accessibility aspects in the city. This approach provides data on tourist perceptions, attraction quality, facility conditions, and the effectiveness of Surabaya's transportation system. Additionally, in-depth interviews with attraction managers, hotel managers, and transport operators offer insights into the challenges faced by the local tourism industry and give a comprehensive view of destination management. Field surveys also identify improvement opportunities to enhance Surabaya's tourism appeal.

Secondary data is sourced from official institutions, with primary contributions from the Central Bureau of Statistics, which provides quantitative data on visitor numbers, demographic profiles, and tourism trends in Surabaya and East Java. Juanda International Airport management offers data on air arrivals, including details of international and domestic flights. The Ministry of Tourism and related agencies in East Java and Surabaya provide valuable information on tourism development programs, infrastructure investments, and policies affecting the local tourism industry.

In cases where data is unavailable, reliable estimates are used. These estimates rely on historical trends, sample surveys, and comparative analysis with similar destinations, providing an accurate and realistic basis for projections. By integrating primary, secondary, and estimated data, this research provides a comprehensive view of tourist capacity and destination management in Surabaya, supporting targeted recommendations to

improve tourism quality and competitiveness.

## RESULTS AND DISCUSSION

The importance of this analysis lies in gaining a deep understanding of the dynamics involved in managing tourism destination capacity in Surabaya and applying Little's Law in this context. A quantitative approach has been used, where variables such as visitor numbers, duration of visits, and the operational capacity of tourist destinations have been evaluated to identify causal relationships and prevailing trends. Based on the results of this analysis, strategic recommendations will be formulated to improve the efficiency and effectiveness of managing Surabaya's tourism capacity, with the goal of supporting local and national economic development through tourism.

The data collected and analyzed highlights key aspects of tourism capacity in Surabaya. This includes the daily capacity for tourists based on infrastructure like hotels and transport, which is crucial to managing peak seasons. It also assesses tourist numbers at popular sites, including separate data on foreign tourists, revealing patterns for targeted marketing and development. Accessibility, measured through Juanda International Airport arrivals, along with general tourist access (public transportation, road conditions), indicates the infrastructure's readiness. The appeal of various tourist attractions is also analyzed for unique features and support facilities. These findings support strategic decisions to enhance tourist experiences and manage capacity efficiently. By applying Little's Law—linking average visitors, arrival rates, and visit duration—the study offers data-driven recommendations for Surabaya's tourism capacity management, optimizing resources and boosting visitor satisfaction.

### The Daily Tourist Capacity

To estimate Surabaya's total tourism capacity in 2022, data on hotel

accommodation capacity and passenger numbers at Juanda International Airport were used. Here's the detailed breakdown, including daily tourist estimates.

### Hotel Accommodation Capacity

Basic Data:

Total Hotels: 300

Rooms per Hotel: 150

Guests per Room: 2

Nightly Capacity Calculation:

The nightly accommodation capacity in Surabaya depends on the total available hotel infrastructure. Assuming Surabaya has approximately 300 hotels, each offering around 150 rooms with two guests per room, the calculation for nightly capacity is as follows:

$$\text{Nightly Capacity} = 300 \text{ hotels} \times 150 \text{ rooms} \times 2 \text{ guests} = 90,000 \text{ guests per night.}$$

Thus, Surabaya's hotels can accommodate around 90,000 guests each night.

Annual Capacity Calculation:

To determine the yearly accommodation capacity, we assume that all rooms are filled every night. By multiplying the nightly capacity by the 365 days in a year:

$$\text{Annual Capacity} = 90,000 \text{ guests} \times 365 \text{ days} = 32,850,000 \text{ guest nights per year.}$$

Hence, Surabaya can accommodate approximately 32,850,000 guests annually, given full occupancy every night.

### Juanda International Airport Capacity

Basic Data:

Annual Passengers: 20 million

Proportion of Tourists: 50%

Tourist Calculation:

With an estimated 50% of annual passengers being tourists, Juanda International Airport accommodates about 10 million tourists per year. This estimate contributes to daily tourist capacity calculations.

### Estimating Daily Tourist Numbers

To find the daily tourist numbers, we divide the annual figures by the 365 days in a year.

**Hotel Accommodation Daily:** Dividing the annual hotel capacity by 365 results in a daily capacity of:

$32,850,000 \div 365 = 90,000$  tourists per day.

**Airport Daily Arrivals:** Dividing the annual airport tourists by 365 provides a daily tourist arrival estimate of:

$10,000,000 \div 365 \approx 27,397$  tourists per

day.

### Total Daily Tourism Capacity

Adding the daily capacities from hotels and the airport, the maximum potential daily tourism capacity is:

Total Daily Capacity = 90,000 (hotels) + 27,397 (airport)  $\approx$  117,397 tourists per day. Therefore, Surabaya's estimated daily tourism capacity is approximately 117,397 tourists, combining hotel accommodation and airport arrivals.

**Table 1. Estimation of Surabaya's Total Tourism Capacity in 2022**

Category	Details	Calculation	Result
<b>Hotel Accommodation Capacity</b>			
Number of Hotels	300	-	300
Rooms per Hotel	150	-	150
Guests per Room	2	-	2
Total Nightly Capacity	$300 \times 150 \times 2$	$300 \times 150 \times 2$	90,000 guests per night
Annual Capacity	$90,000 \times 365$	$90,000 \times 365$	32,850,000 guest-nights per year
<b>Airport Capacity</b>			
Annual Passengers	20,000,000	-	20,000,000
Proportion of Tourists	50%	-	0.5
Total Tourists Annually	$20,000,000 \times 0.5$	$20,000,000 \times 0.5$	10,000,000 tourists per year
<b>Total Daily Capacity</b>			
Daily Tourist Capacity (Hotel)	$32,850,000 \div 365$	$32,850,000 \div 365$	90,000 tourists per day
Daily Tourist Capacity (Airport)	$10,000,000 \div 365$	$10,000,000 \div 365$	$\approx$ 27,397 tourists per day
<b>Total Daily Capacity</b>		$90,000 + 27,397$	$\approx$ 117,397 tourists per day

The estimated total daily tourism capacity for Surabaya in 2022 is approximately 117,397 tourists per day, comprising 90,000 tourists from hotel accommodation capacity and around

27,397 tourists arriving via Juanda International Airport. This data offers insight into Surabaya's maximum daily tourism potential, providing a foundation for planning and managing the city's

tourism sector efficiently. According to Klook's 2024 travel guide, Surabaya has around 53 tourist attractions, noted as "53 fun things to do in Surabaya, Indonesia." This information highlights the variety of activities and interesting places that make Surabaya a vibrant destination. To estimate the total number of visitors to Surabaya's attractions based on available data, certain assumptions are required. Here's a more detailed calculation: Number of Tourist Attractions: Based on Klook's source, Surabaya has 53 tourist sites. Average Daily Visits per Attraction: Drawing on some popular sites in Surabaya, we have the following estimates:

Tugu Pahlawan: around 500 daily visits  
House of Sampoerna: around 300 daily visits  
Surabaya Zoo: around 1,200 daily visits  
Ciputra Waterpark: around 800 daily visits  
Kenjeran Park: around 1,000 daily visits

The average daily visit rate from these attractions is 760 visits per day, calculated by averaging daily visits from these five sites. Assuming all 53 attractions receive a similar rate, we can estimate daily and annual visitor numbers. Daily Calculation: Multiplying the number of attractions (53) by the average daily visits (760) yields an estimated 40,280 total visits per day to all Surabaya attractions.

Annual Calculation: The estimated annual visits are calculated by multiplying the daily total (40,280) by 365 days, resulting in 14,697,200 visits per year. This suggests Surabaya receives around 14.7 million visits to its attractions annually, with approximately 1,224,767 visits per month.

Estimating Foreign Tourist Numbers: Using a conservative 10% estimate for foreign tourists, we calculate an estimated 1,469,720 foreign tourist visits per year, or approximately 4,027 visits daily, to Surabaya's tourist sites. This data helps provide an overview of foreign tourism

demand.

Tourist Accessibility at Juanda Airport: Juanda International Airport in Surabaya handles around 20 million passengers annually. Assuming 50% of these are tourists, we estimate about 10 million visitors arrive through Juanda Airport each year. Dividing this figure by 12 yields a monthly estimate of 833,333 tourists, while a daily estimate is around 27,397 tourists arriving via Juanda Airport.

These numbers provide a crucial framework for tourism infrastructure and service planning, ensuring Surabaya can adequately accommodate and meet the needs of its visitors throughout the year.

To estimate the daily use of accessibility facilities in Surabaya's tourist attractions, we can apply visitor data to the percentage of sites with certain amenities.

Daily Total Visits: Surabaya's attractions receive an estimated 40,280 visits daily, reflecting the city's tourism activity level.

Public Transportation: Approximately 80% of attractions have good public transport links. With a total of 40,280 daily visits, an estimated 32,224 visitors use public transport to reach these sites.

Main Road Access: With 90% of attractions accessible via main roads, around 36,252 visitors benefit from good road access daily.

Tourist Information: An estimated 85% of attractions offer quality tourist information. Thus, 34,238 visitors receive clear directions and resources each day.

Support Facilities: Around 80% of attractions in Surabaya have sufficient support facilities, used by approximately 32,224 visitors daily.

**Table 2. Accessibility Recap by Number of People per Day**

Type of Accessibility	Number of People per Day
Public Transportation	32,224
Road Access	36,252
Tourist Information	34,238
Support Facilities	32,224
<b>Average</b>	<b>33,734.5</b>

On average, around 33,734.5 visitors utilize each type of accessibility amenity daily such as table 3. This data provides insight into the accessibility demand across Surabaya's tourism infrastructure, which is essential for planning enhancements in transportation, information services, and facilities. **Amenity Usage in Accommodations and Dining:** Surabaya offers 500 hotels and homestays with a total of 10,000 rooms (20,000 beds). Star-rated hotels provide 6,000 rooms, while non-star-rated ones offer 4,000. With a 2.5-day average stay and occupancy rates of 70-85%, around 14,000–17,000 beds are occupied daily. Surabaya's 300 restaurants and cafes, seating 15,000 people, receive an estimated 90,000 daily visitors on weekdays and up to 180,000 on weekends. This highlights the high demand for dining and accommodation, further emphasizing the importance of well-developed amenities in the city's tourism sector.

Surabaya's tourism scene is highly diverse, with attractions ranging from historical and cultural sites like museums and monuments to nature parks, entertainment hubs, shopping and dining centers, and religious sites. Visitor capacities vary, with daily limits and average visitor counts per site. Most attractions offer support facilities, including parking, restrooms, dining options, children's play areas, tourist information, and disability access. Accessibility is influenced by factors such as distance from the city center, public transport availability, and access via main

roads. Online ratings, reviews, social media presence, and promotional activities further impact the popularity of these sites. Additionally, events, festivals, and interactive experiences enhance the appeal of Surabaya's attractions.

**Daily Visitor Capacity:** Surabaya has 53 attractions with an average of 760 visits per site daily, totaling 40,280 visits each day. This daily volume highlights the extent of tourism activity across the city's attractions.

**Support Facilities:** Out of Surabaya's attractions, 48 offer adequate parking, 50 provide restrooms, 42 include dining options, and 32 have children's play areas. Tourist information is available at 45 sites, while 37 sites ensure accessibility for visitors with disabilities. These estimates reflect the availability of facilities that enhance visitor convenience and experience across Surabaya's attractions.

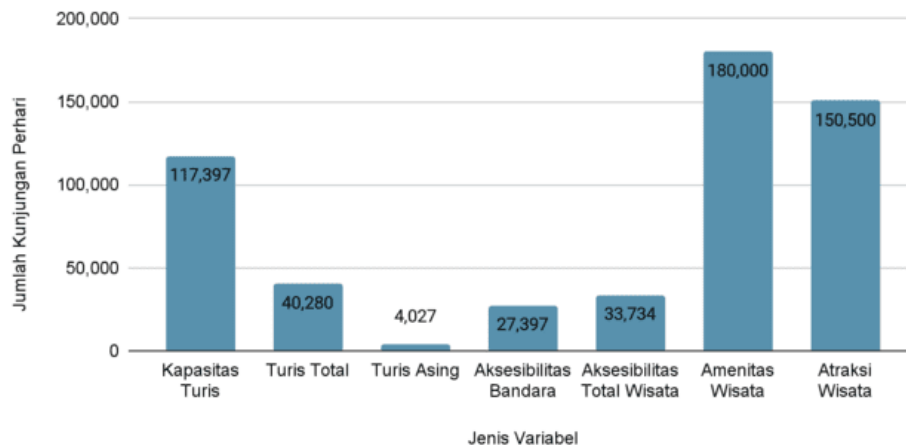
**Accessibility Use:** Approximately 42 attractions offer good public transport options, and around 48 are accessible via main roads, facilitating easy access for visitors to these sites. This level of accessibility plays a crucial role in supporting high visitor numbers.

**Accommodations:** Surabaya's hotels and homestays have a variable daily capacity based on occupancy rates, accommodating 14,000 guests daily at 70% occupancy and

up to 17,000 at 85%. This capacity reflects the city's ability to host tourists effectively.

Restaurants and Cafes: Surabaya's 300 restaurants and cafes welcome

approximately 90,000 visitors on weekdays and around 180,000 on weekends, underscoring the importance of the culinary sector in supporting Surabaya's tourism industry.



**Figure 1 Daily Visit Volume Across Various Variables**

Overall, the daily visitor count to Surabaya's attractions reaches 40,280, with comprehensive amenities and accessibility, enabling a comfortable and enjoyable experience for tourists such as Figure 1. With an average of 150,500 people utilizing amenities, dining, and accommodation facilities daily, Surabaya's tourism industry supports economic growth and positions the city competitively on national and international levels. This analysis not only provides insights into current tourism dynamics but also serves as a foundation for strategic recommendations aimed at enhancing

infrastructure and tourism management efficiency in Surabaya.

The data collected is mapped into Little's Law model to gain deeper insight into the operational dynamics and efficiency of Surabaya's tourism sector. Little's Law, a key principle in operational management, links the average number of visitors at a destination (L), the visitor arrival rate ( $\lambda$ ), and the average time visitors spend at the destination (W). This model helps identify trends and potential bottlenecks in Surabaya's tourism capacity, providing a foundation for recommendations to enhance operational efficiency.

**Tabel 3. Kalkulasi dengan metode Little's Law**

Component	Description	Comparison Scale
Ft/AKia	Ratio of Foreign Tourists (Ft) to Airport Accessibility (AKia)	0.1469
Tt/AKi	Ratio of Total Tourists (Tt) to Tourism Accessibility (AKi)	1.1940
Tt/AMi	Ratio of Total Tourists (Tt) to Tourism Amenities (AMi)	0.2237
Tt/ATi	Ratio of Total Tourists (Tt) to Tourism Attractions (ATi)	0.2676

Table 3 presents ratios, with a focus on foreign tourists' airport accessibility (0.1469), total tourist accessibility

(1.1940), tourism amenities (0.2237), and attraction accessibility (0.2676). The lower ratio for tourism amenities (0.2237)



reveals a bottleneck, indicating that tourists may not be entirely comfortable due to limited amenities. This bottleneck could impede tourism growth by impacting visitor satisfaction. To increase visitor numbers, Surabaya should prioritize upgrading amenities, improving local accessibility, and executing more effective promotion strategies. Addressing these factors can elevate visitor experiences and strengthen Surabaya's appeal as a competitive tourist destination.

### Mapping Data to Little's Law Model

The analysis of Little's Law applied to Surabaya's tourism sector reveals insights into operational efficiency and areas for improvement. The ratio  $Ft/AK_{ia}=0.1469$  indicates that airport accessibility has a relatively small impact on foreign tourist arrivals to Surabaya. Although Juanda International Airport is a major gateway with extensive facilities and direct connections to major Asian cities, other factors seem more influential in attracting foreign tourists. Despite strong airport accessibility, Surabaya still needs to strengthen its appeal by enhancing destination marketing, service quality, and unique attractions to draw more international visitors. Limited international promotion and a lack of well-known attractions may contribute to airport accessibility's limited impact on foreign arrivals.

The ratio  $Tt/AK_i=1.1940$  reflects that within-city tourism accessibility has a significant influence on the total number of tourists. Convenient access to popular destinations such as Taman Bungkul, Surabaya Zoo, and House of Sampoerna makes the city more attractive. However, some challenges remain, such as traffic congestion and limited efficient public transportation options. Addressing these obstacles and further improving accessibility could boost tourist numbers and enhance the visitor experience.

The ratio  $Tt/AM_i=0.2237$  suggests that tourism amenities have a relatively

limited impact on the total number of tourists. While Surabaya is a modern metropolitan city, some areas lack sufficient amenities. For example, popular spots like Kenjeran Beach and Mangrove Ecotourism Wonorejo require improvement in facilities like dining options, restrooms, and local transport. To attract more tourists, Surabaya must focus on upgrading amenities to enhance visitor comfort, making their experience memorable and encouraging them to return or recommend Surabaya to others.

The ratio  $Tt/AT_i=0.2676$  implies that attractions have a moderate influence on tourist numbers. While Surabaya offers appealing spots like Tugu Pahlawan, Monumen Kapal Selam, and House of Sampoerna, which draw visitor interest, the influence of attractions is not as strong as accessibility. To increase tourist numbers, Surabaya should enrich and promote a wider array of unique, world-class attractions. Developing areas such as Surabaya North Quay and revitalizing the Kota Tua district can add to the city's appeal. By strengthening current attractions and creating innovative new ones, Surabaya can attract more domestic and international tourists.

Overall, Little's Law analysis within Surabaya's tourism context shows that although accessibility has a significant effect on tourist numbers, other factors like amenities and attractions also play essential roles. To increase visitor numbers, Surabaya should aim to improve tourism amenities, enhance infrastructure and accessibility, and develop and promote distinctive attractions. A comprehensive, coordinated strategy can improve visitor experiences, attracting more tourists and ultimately supporting Surabaya's economic growth.

The findings emphasize that while tourism accessibility ( $Tt/AK_i$ ) significantly attracts tourists, factors like amenities ( $Tt/AM_i$ ) and attractions ( $Tt/AT_i$ ) also have important, albeit lesser, impacts. This reinforces existing tourism management

theories that supporting infrastructure and facilities are critical for a satisfying tourist experience. However, the low Tt/AMi ratio points to an amenity bottleneck that can hinder tourist growth, even if accessibility is well-established. This adds a new layer of understanding, showing that enhancing one factor (such as accessibility) is insufficient without corresponding improvements in other areas (such as amenities and attractions).

These findings suggest that tourism theories may need to adapt to reflect the importance of balancing accessibility, amenities, and attractions. Consequently, a more effective, holistic strategy can be formulated to maximize a region's tourism potential, especially in a city like Surabaya, which has vast potential but faces challenges in facility provision and attraction promotion.

This study has important implications for local stakeholders and the tourism industry in Surabaya. First, the local government should focus on enhancing infrastructure and tourism facilities. Investments in amenities such as hotels, restaurants, transport, and comfortable public spaces are crucial for

## CONCLUSION

The Little's Law model analysis reveals insights and actionable implications for Surabaya's tourism management. The study shows that while accessibility, measured by airport and local transport, significantly influences tourist volumes, amenities like hotels, restaurants, and recreational spaces need further enhancement to improve visitor experiences. Accessibility alone cannot sustain tourism growth without complementary infrastructure improvements.

For local stakeholders, including the government and private sector, the findings suggest that investment in tourism amenities and more efficient road and public transportation networks are essential. Additionally, a focused effort on

improving the tourist experience and increasing Surabaya's appeal as a destination. Enhanced road conditions and efficient public transportation will further boost accessibility to popular sites.

Second, the private sector, including tourism businesses, should collaborate with the government to increase destination promotion. Creative and aggressive marketing efforts can raise awareness among domestic and international tourists. Additionally, businesses can invest in new, unique attractions and improve existing ones to ensure high-quality visitor experiences.

Third, local communities play a vital role by supporting cleanliness, safety, and hospitality, creating a welcoming environment for visitors. Community education on tourism's economic benefits can foster a supportive atmosphere for growth. With improved amenities and accessibility, projected Tt/AMi and Tt/AKi ratio increases of 50% could boost annual tourist numbers by 30–50%, reaching 1.3 to 1.5 million visitors. Coordinated efforts to enhance tourism can thus lead to significant economic benefits for Surabaya.

unique, high-quality tourist attractions could diversify Surabaya's appeal and boost satisfaction. Coordinated marketing campaigns would further elevate Surabaya's image among potential domestic and international visitors.

If amenity and accessibility ratios increase by 50%, annual tourism growth could rise by 30–50%, potentially reaching 1.3 to 1.5 million visitors. This outcome not only benefits Surabaya's economy but also aligns with sustainable growth principles. Ultimately, Little's Law provides a structured approach to balancing visitor capacity and experience, ensuring Surabaya's tourism sector continues to develop effectively and sustainably.

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