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Importance performance analysis: Service quality and tourist satisfaction on wellness tourism products in the Ubud tourism area, Gianyar

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A B S T R A C T

International tourists described Spa feature dimensions through therapists, pricing, treatment varieties, service knowledge, privacy, facilities, and branding. However, the services received have not fully met their expectations. Emerging complaints confirm that spa service quality becomes a critical focus in tourist purchase decisions. This causality needs examination regarding the importance and performance of Spa services in Ubud as predictors of consumer satisfaction and references for future behavioral intentions. This quantitative descriptive research employs Importance-Performance Analysis (IPA) to evaluate Spa services in Ubud. Data were collected through a purposive sampling of 50 international tourists who utilized spa services in the (1) sub-districts of Ubud, (2) Campuhan, (3) Kedewatan, and were analyzed using descriptive statistics. The IPA results delineate three strategic priorities: (1) Improvement Priority (Quadrant A): physical comfort, service speed, and personalized therapist attention; (2) Maintain Excellence (Quadrant B): facilities, technical competence, and staff responsiveness; and (3) Managed Effort (Quadrant C): service consistency and reliability. These findings provide a clear strategic roadmap for spa operators, advising a concentrated effort on enhancing Quadrant A attributes and sustaining Quadrant B strengths, while efficiently managing the less critical elements of Quadrant C.

Kata Kunci:
Wisata *wellness*;
Kualitas layanan Spa;
Kepuasan wisatawan;
Importance performance analysis

A B S T R A K

Pengalaman wisatawan mancanegara mendeskripsikan dimensi fitur spa melaui terapis, harga, jenis perawatan, pengetahuan layanan, privasi, fasilitas, dan *branding*. Namun demikian layanan yang diterima belum sepenuhnya memenuhi harapan mereka. Keluhan yang muncul membenarkan bahwa kualitas layanan Spa menjadi fokus kritis dalam keputusan pembelian wisatawan. Kausalitas ini penting untuk dikaji terkait harapan (*importance*) serta kinerja (*performance*) atas layanan Spa di Ubud sebagai prediktor kepuasan konsumen sekaligus menjadi acuan niat prilaku wisatawan berikutnya. Penelitian ini menggunakan metode deskriptif kuantitatif antara kinerja (*performance*) dan kepentingan (*importance*) pada layanan wisata Spa di Ubud. Pendekatan *Importance performance Analysis* (*IPA*) dan dianalisis menggunakan teknik statistik deskriptif dengan 50 persepsi wisatawan mancanegara yang menggunakan dan membeli produk layanan Spa di (1) kelurahan Ubud, (2) Desa Campuhan, dan (3) Desa Kedewatan secara *purposive sampling.* Analisis *IPA* layanan Spa di Ubud mengidentifikasi tiga prioritas strategis, (1) Prioritas Perbaikan pada kenyamanan fisik, kecepatan layanan, dan perhatian personal terapis (Kuadran A); (2) Pertahankan Keunggulan fasilitas, kompetensi teknis, dan ketanggapan staf (Kuadran B); (3) Kelola dengan Bijak aspek reliabilitas yaitu konsistensi layanan (Kuadran C). Ini menjadi acuan bagi pelaku usaha Spa untuk memusatkan upaya dan inovasi pada penguatan Kuadran A dan pemeliharaan Kuadran B, tanpa adanya distraksi dari variabel-variabel yang kurang esensial.

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INTRODUCTION

Spa tourism is a tourism service product and has become a current tourism trend (Julisman & Tirtadidjaja, 2024; Suryawardani et al., 2023). The development of spa tourism has been rapid in line with increasing demand for lifestyles oriented toward health and fitness (Santi et al., 2024). The Global Spa Summit (2010) stated that demographic changes and shifts in consumers' cultural attitudes have occurred toward the post-recession consumer. There are four key indicators of this cultural attitude, one of which is the health and wellbeing component (Euromonitor, 2010; Maurya et al., 2021).

The spa industry in Bali has experienced significant development (Julisman & Tirtadidjaja, 2024). Spa industry growth increased by as much as 160% over an eight-year period (Widjaya, 2011). In 2022, approximately 438 Spas were identified as operating and distributed across centers of tourism activity following the COVID-19 pandemic (Julisman & Tirtadidjaja, 2024). The Ubud tourism area plays an active role as one of the providers of spa services, with approximately 97 similar businesses (Gianyar, 2015). Spa tourism in the Ubud tourism area has become one of the most popular tourism activities among the diversification of other wellness tourism products, such as yoga and meditation (Wahyu, 2024). This statement is consistent with the view of Smith and Puczko that spas are considered the most well-known form of wellness tourism (Talarovičová, 2010).

A preliminary study revealed that spa services have not fully met tourists' expectations. This is reflected in the experience shared by Mr. Deeph, a tourist from India, through an interview at one of the Hotel and Resort Spas in Ubud, as follows.

> "*All terapists are friendly, but no find a male therapist. Need considered for male therapist which is better for next our visit*"

Furthermore, the experience of a tourist from Japan was shared on Tripadvisor under the account name greewhite at one of the Day Spas in Ubud, as follows.

> *"The location is nice and the massage while feeling the natural breeze in the open air was pleasant. But since the price is pretty good, the treatment is normal, so it feels expensive. Satisfaction may have improved if it is a bit cheaper"*. (Greewhite, 2020).

Aspects that have not yet fully met tourists' expectations include: (a) the availability of therapists, which is dominated by women and limits customers' choices; (b) therapists' skills and friendliness; (c) spa prices; and (d) the venue location and environmental ambience, which are also considered by customers (Trihas & Konstantarou, 2016). Based on these complaints, it can be confirmed that service dimensions are a focus for tourists when considering the purchase of spa services. Kim et al., (2004) emphasized that services and products are significant variables that will be used as references for tourists' subsequent behavioral intentions. When the product or service purchased is in accordance with and meets expectations, tourists tend to be satisfied and form positive behavioral intentions (Marinkovic et al., 2014; Oliver, 1980).

Research is needed to comprehensively examine whether the purchases made to date have provided satisfaction to tourists by using service-quality dimensions in spa tourism. This causality is important to examine in relation to expectations (importance) and performance of spa services in Ubud, so that they do not create a negative impression and eventually cause tourists to abandon them.

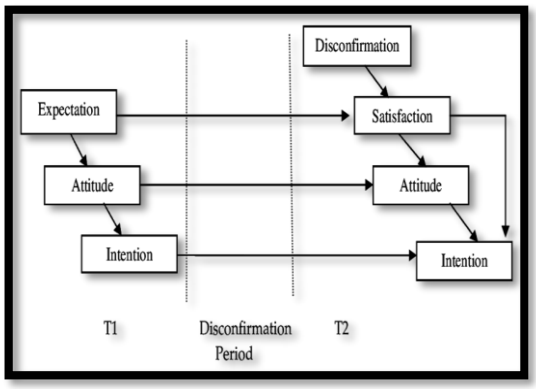
LITERATURE REVIEW

To examine the proposition presented in the background above, Importance–Performance Analysis (IPA) (Chang et al., 2017) is used as a measurement tool to examine the actual conditions of performance and importance in spa tourism services in the Ubud tourism area. Non-participant observation, surveys, and literature review are used to validate and strengthen the findings.

The literature review explains the conceptualization of service quality and customer satisfaction related to spa services in Ubud. Expectation Disconfirmation Theory is used to explain the causal relationship between service quality and customer satisfaction.

a. *Disconfirmation expectation theory*

Gambar 1. ***Cognitive model of the anteseden & consequences of satisfaction decision***



Source: Oliver, 1980

Oliver's (1980) expectation disconfirmation theory represents a cognitive model of the antecedents and consequences of satisfaction decisions that emphasizes the relationship between expectations and satisfaction, and between disconfirmation and satisfaction. Satisfaction can be viewed as a function of the level of expectation and disconfirmation; attitude at T2 (post-purchase attitude) becomes a function of attitude at T1 and the influence of satisfaction or dissatisfaction. Satisfaction influences future purchase intentions, which are also influenced by initial intentions.

b. *Service quality & customer satisfaction*

According to Lovelock and Wright (Astina, 2017), service is an action or performance that creates benefits for customers by bringing about desired changes in the recipient of the service. This definition of service can be understood as an action or performance offered by one party to another. Service performance is essentially intangible and generally does not result in ownership of factors of production (Astina, 2017; Dimapilis et al., 2025; Lo et al., 2015)

Products or service offerings are one of the significant variables as predictors of customer satisfaction and as references for tourists' subsequent behavioral intentions (Kim et al., 2004). When the product/service purchased is in accordance with or meets expectations, tourists tend to be satisfied and develop relatively positive behavioral intentions (Marinkovic et al., 2014). In spa tourism in Ubud, service quality is measured using service-quality dimensions, including (a) Tangible, namely physical evidence covering facilities, equipment, location, food and beverage, price, entertainment, and employee appearance; (b) Reliability, namely reliability including employee professionalism and spa-service reliability; (c) Responsiveness, namely accuracy in service delivery; (d) Assurance, namely guests' physical safety and the safety of their valuables, as well as management support in matters of service assurance; and (e) Empathy, namely employees' ability to recognize consumer needs (Snoj & Mumel, 2002; Trihas & Konstantarou, 2016).

c. Wellness tourism

Wellness tourism is a tourism product and/or service associated with

good health and wellness; thus, consumers adopt lifestyles that lead to greater wellbeing physically and mentally (Euromonitor, 2010). The wellness tourism referred to in this study is spa tourism in the Ubud tourism area, as stated by Talarovičová, (2010), who consider spas to be the most well-known form of wellness tourism. Empirical facts show that the spa industry in Ubud has experienced significant growth compared with other wellness industries such as yoga, meditation, and other activities that are included under spa activities (Putra et al., 2015). Therefore, this study focuses on spa tourism by selecting two spa categories, namely (a) Day Spa, characterized by a spa business that stands independently and is professionally operated, and (b) Hotel and Resort Spa, namely a spa business located within the same premises as a resort or hotel (Tangon, 2022). The study focuses on these two spa categories because the development of spa tourism businesses in Ubud remains dominated by these two spa tourism products (Putra et al., 2015).

d. Tourist

Tourists are people who engage in tourism activities (Republik Indonesia, 2009). The tourists referred to in this study are international tourists who have purchased spa tourism products in the Ubud tourism area and have previously experienced purchasing spa products at least once, either in Ubud or in another place or country. The researchers specifically focus on the international tourist market based on findings from the preliminary study, which identified that spa tourism products are more popular among and dominated by international tourists compared with domestic tourists (Jacob et al., 2025; Suryawardani et al., 2023).

METHOD

This study uses a quantitative descriptive method. Sampling was conducted using non-probability sampling. The sampling method targeted international tourists who used spa service products in (1) Ubud urban village, (2) Campuhan Village, and (3) Kedewatan Village, with 50 samples selected through purposive sampling. The selection of these three locations was based on the distribution of spa tourism businesses concentrated in these three locations, which together constitute an area promoted as a tourist destination in Gianyar Regency. Data were collected through interviews, literature study, observation, and questionnaires. The analysis used was Importance Performance Analysis (IPA). IPA has become popular in tourism research. Several tourism studies, for example, have examined travel and tourism (Evans & Chon, 1989; Go & Zhang, 1997; Trimandala & Kiskenda, 2022).

This study involved five dimensions of spa service quality that were assumed to support the formation of tourist satisfaction among spa users in the Ubud tourism area. The five dimensions are (a) Tangible (Physical Evidence); (b) Reliability; (c) Responsiveness; (d) Assurance; and (e) Empathy. These were measured using (a) 4 items, (b) 3 items, (c) 2 items, (d) 2 items, and (e) 2 measurement items, respectively. Thus, 13 tourist perception items were used, followed by a series of analyses summarized in Figure 2.

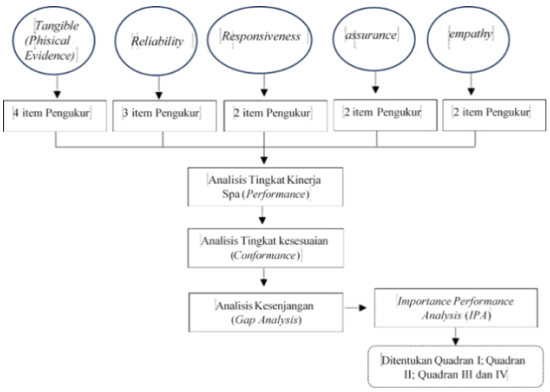


Figure 2. Data analysis stages

Source: Research design, 2025

RESULTS AND DISCUSSION

This analysis consists of several types of data analysis, including (1) Importance level analysis, (2) Quality level analysis, (3) Conformity level analysis, (4) Gap analysis, and (5) IPA (Quadrant) analysis.

1. Importance level analysis of wellness tourism in Ubud

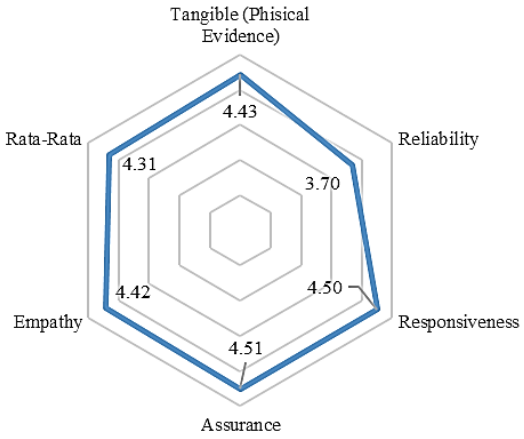


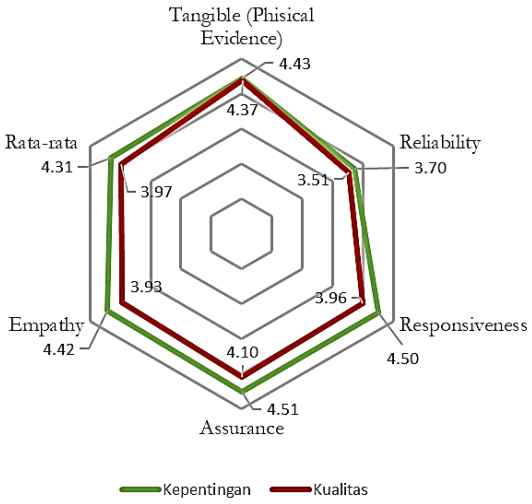
Figure 3. Importance level analysis of wellness

Results of the questionnaire analysis collected from international tourists who used spa service products in (1) Ubud urban village, (2) Campuhan Village, and (3) Kedewatan Village, the overall average importance level was found to be 4.31 (very important). In detail, the highest to lowest average importance levels were (a) Assurance (very important; 4.50), (b) Responsiveness (very important; 4.50), (c) Tangible (very important; 4.43), (d) Empathy (very important; 4.42), and (e) Reliability (important; 3.70). Of the five factors, all factors were above the average importance level.

2. Quality level analysis of wellness tourism in Ubud

The average performance of spa services reported by international tourists who used spa service products in (1) Ubud urban village, (2) Campuhan Village, and (3) Kedewatan Village was good (3.97).

Figure 4. Quality level analysis of wellness tourism in Ubud



This figure is lower than the importance level discussed previously. The factor with the highest average performance level was (a) Tangible (Physical Evidence) (very good, 4.37), followed by (b) Assurance (very good, 4.10), (c) Responsiveness (good, 3.96), (d) Empathy (good, 3.93), and (e) Reliability (good, 3.51). In general, different average values were found for each factor; however, when interpreted overall, spa service quality in the Ubud tourism area remains in the good category. Nevertheless, the average performance value categorized as "Good" in spa services in Ubud remains a matter of concern, requiring priority directions and policies for these factors to improve international tourists' positive perceptions of the spa services they will experience.

3. Conformity level (TLI) analysis of spa service quality in Ubud

The next result concerns the conformity level (TLI) of spa service quality in the Ubud tourism area. The conformity level is calculated based on a comparison between the importance level (expectation) and performance level. The higher the percentage of the comparison, the higher the quality level of spa services.

The TLI results are needed to determine the priority percentage for spa tourism services for international tourists as the main market segment.

The conformity-level analysis was obtained by comparing the average marketing performance level of 3.97 (good) with the average importance score of 4.31 (very important). By comparing the performance and importance levels, the conformity percentage was found to be 93%. This percentage means that the level of conformity of spa-service performance in Ubud for the international market is categorized as fairly satisfactory (Table 1). This achievement demonstrates that the conformity between importance and performance is already good.

Another finding that can be highlighted from the questionnaire analysis completed by international tourists who used spa service products in (1) Ubud urban village, (2) Campuhan Village, and (3) Kedewatan Village is that there were two variables with the highest percentages among the 13 variables tested, namely (a) the availability of clean and comfortable spa facilities and (b) the neat and professional appearance of therapists.

Table 1. TLI analysis of wellness tourism services in Ubud

Variable		Indicator	Quality	Importance	Tli	Category
Tangible (Physical Evidence)	A1	Availability of clean and comfortable spa facilities	4.98	4.61	108 %	Very Good
	A2	Neat and professional therapist appearance	4.41	4.34	102 %	Very Good
	A3	Comfort of spa layout, lighting, and aroma	3.85	4.44	87 %	Fairly Good
	A4	Availability of adequate supporting facilities such as waiting rooms and toilets	4.24	4.32	98 %	Fairly Good
Reliability	B1	Consistency of spa services according to promises or procedures	3.59	3.90	92 %	Fairly Good
	B2	Service punctuality according to the specified schedule	3.34	3.49	96 %	Fairly Good
	B3	Stable massage and treatment quality on each visit	3.61	3.71	97 %	Fairly Good
Responsiveness	C1	Staff and therapist responsiveness in handling customer requests	4.10	4.46	92 %	Fairly Good
	C2	Service speed without long waiting times	3.83	4.54	84 %	Fairly Good
Assurance	D1	Therapists' ability and skills in providing spa services	4.20	4.46	94 %	Fairly Good
	D2	Staff members' polite and professional attitude during the service process	4.00	4.56	88 %	Fairly Good
Empathy	E1	Therapists' personal attention to customer needs	3.85	4.37	88 %	Fairly Good
	E2	Staff understanding of customer expectations and preferences	4.00	4.46	90 %	Fairly Good
Overall Average			4.00	4.28	93 %	Fairly Satisfactory

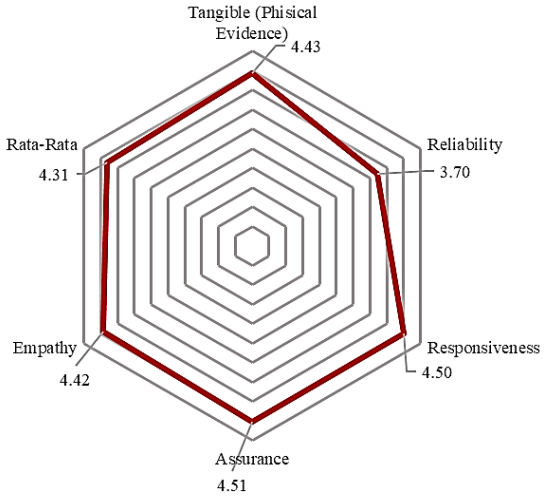
Source: Data processing results (2025)

4. Gap analysis between quality and importance of Wellness Tourism in Ubud

The next analysis after the conformity-level analysis was the Gap Analysis. This analysis is used to analyze the gap between the importance level and the performance level. The method used to draw conclusions depends on the average gap value between the factors in performance and importance. In other words, the smaller the gap between importance and performance, the better the

quality level of spa tourism services in the Ubud tourism area.

Figure 5. Gap analysis between the quality level and importance level of wellness tourism in Ubud



Referring to the results of the average gap in spa tourism services for international tourists in the Ubud tourism area, it was found that there were two factors whose average IPA values were close to the average performance and importance values. Simply stated, these two spa-service factors can be considered the factors that obtained the highest values compared with the other factors.

These findings can also be explained in greater detail in terms of the gap between performance and importance. Based on the calculations, the overall average importance level was categorized as very important (4.31), while the performance level was categorized as good (3.97).

5. Importance Performance Analysis (IPA) (Quadrant Analysis)

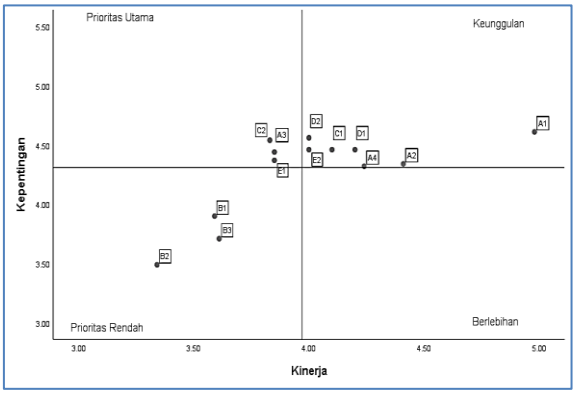


Figure 6. Importance performance analysis (IPA Quadrant) of wellness tourism in Ubud

The IPA of spa service quality in the Ubud area for the international market is displayed in a Cartesian diagram grouping 13 variables. The analysis consists of four quadrants, namely Quadrants A, B, C, and D. Quadrant A is the main priority, Quadrant B is strengths, Quadrant C is low priority, and Quadrant D is excess resources.

Based on the IPA results for spa service quality in the Ubud tourism area, the average importance was 4.31 (very important) as the Y-axis and the average performance quality was 3.97 (good) as the X-axis. After comparing the positions of each spa service quality variable in the Ubud Tourism Area, four quadrants were obtained: Quadrant A as the main priority contains 3 variables; Quadrant B as strengths contains 7 variables; Quadrant C as low priority contains 3 variables; while Quadrant D as the excess-resources quadrant contains no variables (Figure 6). The explanation of each quadrant is described below.

Main priority (Quadrant A) is the quadrant containing spa service variables considered important by respondents, but whose performance quality does not yet meet expectations. The performance of these variables needs to be improved so

that they can move into the strengths quadrant or the keep-up-the-good-work quadrant. To optimize spa service quality in the Ubud tourism area for international tourists, variables categorized as main priorities are expected to receive adequate resource allocation and be implemented as priorities, so that spa services can meet tourist expectations and satisfaction.

Based on the Cartesian diagram, three variables were found in the main-priority category. Examining the distribution of these three variables, they consist of (1) the Tangible (Physical Evidence) factor, represented by one variable, namely comfort of spa layout, lighting, and aroma; (2) the Responsiveness factor, represented by one variable, namely service speed without long waiting times; and (3) the Empathy factor, represented by one variable, namely therapists' personal attention to customer needs.

Table 2. Variables constituting the main priority for Spa tourism service quality in the Ubud tourism area

No	Prioritas Utama (A)
1. A3	Comfort of spa layout, lighting, and aroma
2. C2	Service speed without long waiting times
3. E1	Therapists' personal attention to customer needs

Source: Data processing results (2025)

With a more in-depth approach, the recommendations for Quadrant A become a structured and measurable action plan focusing on (a) improving the physical and sensory experience (Tangibles); (b) optimizing operational efficiency (Responsiveness); and (c) strengthening emotional connection and service personalization (Empathy).

Table 3. Variables constituting strengths in Spa tourism service quality in the Ubud tourism area

No	Keunggulan (B)
1. A1	Availability of clean and comfortable spa facilities
2. A2	Neat and professional therapist appearance
3. A4	Availability of adequate supporting facilities such as waiting rooms and toilets
4. C1	Staff and therapist responsiveness in handling customer requests
5. D1	Therapists' ability and skills in providing spa services
6. D2	Staff members' polite and professional attitude during the service process
7. E2	Staff understanding of customer expectations and preferences

Source: Data Processing Results (2025)

Strengths (Quadrant B) is the quadrant containing variables considered important or expected by respondents, while the performance of spa tourism services for the international tourist market in the Ubud tourism area has also been able to meet expectations. This strengths position represents an achievement that needs to be maintained. Of the five measured spa service quality factors, four factors are included among the strengths or good achievements, as shown in Table 3. Furthermore, seven variables were formed and received the highest values, placing them in the strength category. First, the Tangible (Physical Evidence) factor has three strong variables: availability of Spa facilities, therapist appearance, and supporting facilities. This is followed by Responsiveness with one variable, namely staff and therapist responsiveness in handling customer requests. The Assurance factor consists of two variables: therapists' ability and skills in providing Spa services and staff members' polite and professional attitudes during the service process. Finally, the Empathy factor has one variable, namely staff understanding of customer expectations and preferences.

Table 4. Variables receiving low priority in Spa tourism service quality in the Ubud Tourism Area

No	Prioritas Rendah (C)
1. B1	Diversity of tourism products
2. B2	Availability of Travel Agencies
3. B3	Market segmentation based on tourist age

Source: Data processing results (2025)

Low priority is located in Quadrant C. In this quadrant, respondents consider the variables of spa tourism services currently provided in the Ubud tourism area to be less important, and performance quality is considered relatively low. In other words, the performance quality of spa tourism services in the Ubud tourism area is low, while the importance assigned by respondents is also low.

Variables located in the low-priority quadrant essentially have little influence on the quality of spa tourism services currently provided. Therefore, activities to improve performance quality for these variables are not urgent to undertake.

Nevertheless, vigilance and professionalism in ensuring the quality of spa tourism services in Ubud also require evaluation of tourist satisfaction. Therefore, monitoring of the variables in this quadrant should continue because tourist preferences change very rapidly and develop in accordance with wellness tourism product innovation and the level of competition in the spa business.

Based on the Cartesian diagram analysis, of the 13 Spa tourism service variables tested in the Ubud tourism area, three variables were categorized as low priority and collectively represented the Reliability factor, namely: (a) consistency of spa services according to promises or procedures (value 3.59); (b) service punctuality according to the specified schedule (value 3.34); and (c) stable massage and treatment quality on each visit (value 3.61).

6. Discussion

The Importance–Performance Analysis (IPA) identified Quadrant A as the main priority area comprising three spa service variables, namely: (1) comfort of layout, lighting, and aroma (Tangibles); (2) service speed without long waiting times (Responsiveness); and (3) therapists' personal attention to customer needs (Empathy). The position of these three variables in this quadrant reflects a critical gap between the high expectations of international tourists regarding the spa services they will experience and the actual performance, which remains inadequate.

To close this gap, improvement recommendations are designed around three pillars: (a) revitalizing the physical environment for an optimal sensory experience; (b) optimizing operational efficiency through streamlining service processes; and (c) strengthening emotional connection through personal and empathetic interaction. Measurable implementation in these three aspects will not only meet tourist expectations but also build the foundation for Ubud's reputation as a sustainable wellness tourism destination and customer loyalty in the global wellness market.

Meanwhile, Quadrant B confirms the strength of spa services in Ubud through the dominance of seven variables covering facility availability, professional therapist appearance, staff responsiveness, technical competence, and understanding of customer preferences. This finding also shows that spa tourism in Ubud has successfully built a holistic service ecosystem by balancing physical (tangible) elements and human (intangible) interaction, thereby creating an experience that not only meets guest expectations but can even exceed initial customer expectations and generate guest satisfaction. This finding is confirmed that the integration of adequate facilities and services capable of meeting consumer

expectations is a key factor in shaping wellness tourist satisfaction. Successfully maintaining this position is a strategic key to building long-term loyalty and reputation. Therefore, future strategies should focus on maintaining consistent quality through therapist skill-training programs, proactive facility maintenance, and operational standardization, while leveraging these strengths as core messages in marketing and branding strategies.

On the other hand, Quadrant C identifies three low-priority variables that all represent the Reliability dimension, namely: (a) service consistency according to promises, (b) punctuality according to schedule, and (c) stable massage and treatment quality on each visit. Their position in this quadrant indicates that reliability aspects of spa tourism services are considered less important by international tourists compared with direct experiential elements such as physical comfort (Tangibles) and personal interaction (Empathy). This phenomenon can be explained by the specific characteristics of the wellness market in Ubud, where tourists tend to prioritize sensory experiences and flexible relaxation over procedural accuracy. Nevertheless, a professional approach requires strategic vigilance given the dynamics of tourist preferences and the continuously developing wellness tourism trends. The strategic recommendation for this quadrant is to implement a controlled monitoring approach while maintaining basic standards without major investment, while periodically evaluating changes in its position within the IPA matrix. This strategy ensures optimal resource allocation toward strengthening critical variables in Quadrant A and maintaining strengths in Quadrant B.

However, in this study, no variables entered Quadrant D (Excess Resources), which is a highly positive indicator for the spa industry in Ubud. This condition indicates that there is no over-investment or waste of resources in service aspects that do not significantly affect international tourists' perceptions of satisfaction. In other words, existing resources have been allocated effectively to aspects that are genuinely valued by the market. This finding is consistent with the economic principle in service management, which emphasizes optimizing investment in areas that have the maximum impact on customer satisfaction (Jones, 2020). From the perspective of quality management theory, this situation reflects good strategic fit between performance and customer importance (Slack, 2021). In the context of global wellness tourism competition, this position provides a strategic advantage because it allows spa operators to focus their efforts and innovation more sharply on strengthening Quadrant A and maintaining Quadrant B, without distraction from less essential variables.

CONCLUSION

Importance–Performance Analysis (IPA) has successfully identified the relationship between service quality and tourist satisfaction with wellness tourism products in the Ubud Tourism Area. The results conclude that, in general, the spa industry operating in (1) Ubud urban village, (2) Campuhan Village, and (3) Kedewatan Village has demonstrated good performance, as indicated by the absence of any variables in Quadrant D.

IPA successfully mapped priority strategies for improving spa service quality for international tourists in the Ubud Tourism Area. The results identify three strategic areas at the priority level for service improvement. Quadrant A requires priority attention to three critical aspects, namely (1) physical environmental comfort such as layout, lighting, and

aroma (Tangibles), (2) service speed (Responsiveness), and (3) therapists' personal attention (Empathy). Quadrant B represents an existing competitive advantage supported by seven service variables. Successfully maintaining and consolidating strengths in facilities, therapist competence, staff responsiveness, and understanding of customer preferences is key to building long-term loyalty and reputation. In Quadrant C, reliability aspects such as service consistency and punctuality are currently considered low priorities for the Ubud wellness tourism market. A controlled monitoring approach needs to be implemented promptly given their low perceived importance among international tourists.

The practical implications of these findings have successfully mapped clear priority strategies for spa operators in the Ubud tourism area. This position provides a strategic advantage because it enables spa operators to focus their efforts and innovation more sharply on strengthening Quadrant A and maintaining Quadrant B, without distraction from less essential variables.

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