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## Implementation of Business Operational Strategy for Modern Nature Tourism Development "Le Hu Garden"

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### Abstrak

Le Hu Garden Indonesia adalah perusahaan jasa wisata alam yang didirikan pada tahun 2016 di Deli Serdang, Sumatera Utara, yang memiliki visi untuk menjadi pilihan utama dalam pelayanan wisata terkemuka dengan memberikan pelayanan yang memuaskan kepada pelanggan secara total. Untuk mencapai visi tersebut, diperlukan strategi operasional yang tepat dengan menggunakan teknologi dan keberlanjutan atau go green. Penelitian ini mencoba melihat penerapan strategi pengembangan bisnis Le Hu Garden. Hasil penelitian menunjukkan bahwa Operasional Le Hu Garden sangat penting sebagai ujung tombak kemajuan perusahaan, hal ini terjadi karena pola kerja yang bersifat pelayanan dan berhubungan dengan teknologi sehingga semua aspek yang terkait harus ditangani oleh bagian operasional. Selain itu, teknologi go green menjadi denyut nadi perusahaan yang tidak mudah ditiru oleh kompetitor sehingga baik operasional taman maupun teknologi pendukungnya menjadi prioritas divisi operasional. Untuk memastikan perusahaan terus berkembang dan menjaga kepercayaan pelanggan terhadap produk yang ditawarkan, perusahaan akan terus melakukan pengembangan teknologi baik dari sisi investasi maupun pemanfaatan fungsi teknologi untuk terus bersaing di pasar dan meluncurkan teknologi pendukung baru untuk menambah nilai produk dan meningkatkan jumlah pelanggan.

Kata Kunci: *Strategi Operasional, Wisata Alam Kontemporer, Le Hu Garden*

## Abstract

Le Hu Garden Indonesia is a nature tourism service company established in 2016 in Deli Serdang, North Sumatra, which has a vision to become the top choice in leading tourist services by providing satisfactory service to customers totally. To achieve this vision, the right operational strategy using technology and sustainability or going green is needed. This research tries to see the application of development strategies for Le Hu Garden's business. The results showed that Le Hu Garden Operations is very important as the spearhead of the company's progress, this occurs due to the pattern of work that is service and related to technology so that all related aspects must be handled by the operational department. In addition, go green technology is the pulse of the company that is not easily imitated by competitors so that both park operations and supporting technology are priorities for the operational division. To ensure that the company continues to grow and maintain customer trust in the products offered, the company will continue to develop technology both in terms of investment and utilization of technology functions to continue to compete in the market and launch new supporting technologies to add value to products and increase the number of customers.

Keywords: *Operational Strategy, Contemporary Nature Tourism, Le Hu Garden*

## INTRODUCTION

With a 2019 valuation of almost \$9.6 trillion, the travel and tourism business is booming. Demand for more eco-friendly, outdoor, nature-based vacations has been on the rise, especially after the COVID-19 pandemic hit, and these sectors are vital to the tourist industry as a whole (Macdonald et al., 2023). Revenues from tourism have contributed economically to the community and supported the preservation of nature. The presence of the natural tourism business as a holiday destination has become an undeniable attraction for tourists who want to enjoy the beauty of nature while getting a memorable experience. However, the popularity of the tourism industry also brings great challenges in maintaining environmental sustainability, given its negative impact on natural resources and fragile ecosystems. Companies that cater to nature lovers should do their part to protect the environment and be conscientious about how they conduct business (Macdonald et al., 2023). Sustainability is becoming more of a concern due to climate change and the unforeseen effects of previous decisions on urban planning and development, as well as the complicated relationship between the environment, conservation, and tourism, particularly when nature is altered to serve as a tourist product. These challenges are numerous and complex enough to warrant a synergy of solutions (Zhang et al., 2022).

Implementing operational strategies "Go Green" in the nature tourism business can help reduce negative impacts on the environment and make a positive contribution to

environmental sustainability, a strategy is needed in strategic, tactical, and operational decision making (Bello et al., 2022). In order to provide consumers with competitive rates, operational efficiency is crucial for commercial organisations. According to organisational theory, there are a number of factors—both internal and external—that impact a company's performance. These include things like ownership structure, operational efficiency, and business strategy (Handoyo et al., 2023). In an effort to achieve environmental sustainability, the operational strategy "Go Green" has emerged as a holistic approach that empowers nature tourism businesses to reduce their environmental footprint and positively impact the environment and local communities. This strategy encourages companies to take concrete steps in all aspects of their operations, from waste management to the use of environmentally friendly energy, as well as involving local communities in sustainability efforts. This sustainability effort is also needed to provide income from tourism for economic contribution as well as benefits to society and support nature conservation. (Macdonald et al., 2023).

Le Hu Garden Indonesia is a nature tourism service company established in 2016 in Deli Serdang, North Sumatra, which has a vision to become the top choice in leading tourist services by providing satisfactory service to customers totally. Le Hu Garden is a natural tourist destination located in the beautiful and natural Deli Serdang area of North Sumatra. Such natural tourism destinations often face challenges in maintaining their attractiveness, increasing tourist visits, and achieving long-term success. In order to realize this vision, Le Hu Garden Indonesia is committed to establishing, implementing, maintaining and continuously improving services to its customers. Therefore, it is important for Le Hu Garden management to implement effective operational strategies in the management and development of their natural tourism destinations. Organisational performance is impacted by strategic considerations, which must be taken into account in order to achieve goals. There are two types of strategic elements: internal forces that can be controlled and external factors that cannot (Father Blanco et al., 2023).

Many studies conducted by related researchers analysis of operational strategies in a company with the application of Go Green, such as research (Macdonald et al., 2023), which takes a look at the relationship between environmentally conscious tourism and long-term growth in Florida, a state whose economy is heavily reliant on visitors drawn to its abundant natural attractions. According to his findings, the environmental costs of tourism are rarely discussed, while the positive effects of tourism on the state of Florida are portrayed as offering financial incentives for conservation efforts. During investigations Pastor Blanco et

al. (2023). Because it provides a number of options to encourage the revitalisation of rundown regions, it investigates the practicality of urban park models as substitutes for current community development. His research reveals that by combining the Letchworth and Welwyn Garden City case study with the most recent updated model, a fresh strategy can be formed based on the garden city model. This scheme can promote decentralisation of population and production throughout the region, create affordable housing and self-financing systems through cooperatives, and revitalise and expand existing settlements through the application of garden city design principles. The goal is to create a future that is sustainable, exciting, independent, and prosperous.

The implementation of the "Go Green" operational strategy in the nature tourism business is an important step that involves awareness and commitment from all relevant parties, including management, employees, customers, and business partners. In this research, Le Hu Garden will explore some of the key steps that Le Hu Garden's nature tourism business can take to implement its "Go Green" operational strategy, as well as the positive benefits that will result from these efforts. Thus, the emphasis on sustainability and social responsibility within the natural tourism industry will not only create a unique and memorable holiday experience for customers, but will also help preserve the natural beauty and ecosystems that are the main attraction of this tourist destination. In this guide, we will highlight best practices and innovations that can serve as an example for the nature tourism business in Indonesia, so that it can grow and develop sustainably, building harmony between people, nature, and local communities. The purpose of this article is to analyze the implementation of the Operational strategy at Le Hu Garden. This article will explain the steps in carrying out operational strategies by prioritizing Go Green in its operational implementation, identifying factors that influence companies in evaluating alternative Go Green Operational strategies in Le Hu Garden. It is hoped that this article can provide insight and guidance for Le Hu Garden management in developing effective strategies.

## RESEARCH METHOD

Utilizing measurements and descriptive analytic tools of Go Green operations carried out at Le Hu Garden Indonesia, a descriptive qualitative research methodology was applied in this study. Four experts and practitioners were included as key informants in the study, taking into account their degree of knowledge, expertise, and capacity. Utilized methods of observation, interviews, and documentation review to collect data. In order to summarize the information obtained from expert respondents' responses to surveys and the outcomes

of interviews, the data that has already been gathered needs to first be processed. The three-stage strategy formulation framework that underpins the strategy formulation process includes stages for data input, data matching, and decision-making. The company's vision, mission, and goals, as well as its external and internal environments and its place in the industry, were all determined using data gathered via observations and interviews with key informants. To determine the best plan, the existing data are then qualitatively categorized in accordance with the operational strategy analysis of Le Hu Garden's internal and external environments. Consumer surveys, financial statement and operational record analysis, management interviews, and customer surveys all served as sources of information for this analysis. This information paints a complete picture of the internal and external circumstances at Le Hu Garden.

## RESULT AND DISCUSSION

Utilizing measurements and descriptive analytic tools of Go Green operations carried out at Le Hu Garden Indonesia, a descriptive qualitative research methodology was applied in this study. Four experts and practitioners were included as key informants in the study, taking into account their degree of knowledge, expertise, and capacity. Utilized methods of observation, interviews, and documentation review to collect data. In order to summarize the information obtained from expert respondents' responses to surveys and the outcomes of interviews, the data that has already been gathered needs to first be processed. The three-stage strategy formulation framework that underpins the strategy formulation process includes stages for data input, data matching, and decision-making. The company's vision, mission, and goals, as well as its external and internal environments and its place in the industry, were all determined using data gathered via observations and interviews with key informants. To determine the best plan, the existing data are then qualitatively categorized in accordance with the operational strategy analysis of Le Hu Garden's internal and external environments.

Consumer surveys, financial statement and operational record analysis, management interviews, and customer surveys all served as sources of information for this analysis. This information paints a complete picture of the internal and external circumstances at Le Hu Garden. Le Hu Garden Indonesia in running a partnership business certainly plans operational strategies in order to manage and advance the company in the future. Starting with the stages of business establishment, operational goals and objectives, operation design and operational budget, so that the company can face competition well in the Park

Tourism Service industry and market in Indonesia, especially in the North Sumatra area. The business began by establishing a company in the form of a Limited Liability Company (PT) by Le Hu Garden Indonesia. Following the applicable regulations in the establishment of the company, namely Law No. 40 of 2007 related to Limited Liability Companies. In accordance with the latest legal regulations, the administrative process of establishing Le Hu Garden Indonesia can be carried out online through the SABH system of the Ministry of Law and Human Rights (Kemenkuham) by attaching administrative requirements including photocopies of ID cards, NPWP, and documents related to business ownership and business management entities. The next process after filing the file is the submission of the PT name based on the Law related to Limited Liability Companies and Regulation Number 43 of 2011 concerning Procedures for Filing and Using Limited Liability Company Names that the proposed name consists of at least 3 syllables and is also a new name that has never been used by the company and is not allowed to use foreign loanwords. Obtaining authorisation from the Minister of Law and Human Rights is a task of the notary who is responsible for managing the deed of establishment. The next step is to go to the village office and file the necessary paperwork for a Company Domicile Certificate (SKDP). The address for Le Hu Garden Indonesia's office is Jl. Jl. Pendidikan, Deli Tua Barat, Deli Tua, Deli Serdang, North Sumatra, Indonesia, 20355.

The choice of office site is based on the proximity to tourist attractions that are still contained within a single area, making it simpler for employees to get to the locations of the rides or tourist attractions in Le Hu Garden. The number of founders has surpassed the requirement of two individuals. Le Hu Garden Indonesia was founded with the intention of providing integrated tourism services, including lodging and dining. Le Hu Garden Indonesia needed Rp. 6,000,000,000.00 (Six billion five hundred million rupiah) in funding to get started, and 80% of those funds came from investors and 20% came from the owner. The colour turquoise, which stands for freshness and loyalty, is used as the company logo of Le Hu Garden Indonesia. It is anticipated that this colour will be understood as a symbol of the firm's enthusiasm and commitment to its customers.

The preparation of Le Hu Garden Indonesia's operational goals has been aligned in accordance with the company's vision, namely "To become a quality tourist destination and provide satisfaction to all visitors and stakeholders by prioritizing the latest technology". To get things above according to IE (Internal – External) Matrix is market penetration carried out by Le Hu Garden Indonesia, so the operational part needs to do things in accordance with Establish Terms Objective as in the table below.

Table 1 Operational Objectives of Le Hu Garden Indonesia

Category	Operational Objectives
Short-term (Years 1 - 2)	<ol style="list-style-type: none"> <li>1. Have cooperation with travel agents in deli Serdang</li> <li>2. Providing facilities and infrastructure of Wahana</li> <li>3. Restoration of rides and parks</li> <li>4. Rearranging damaged tourist spots</li> </ol>
Medium Term (Years 3 - 4)	<ol style="list-style-type: none"> <li>1. Complete facilities and infrastructure in company operations</li> <li>2. Opened new branches in other North Sumatra</li> </ol>
Long-term (Year 5 onwards)	<ol style="list-style-type: none"> <li>1. Improve the Company's operational facilities and infrastructure and cooperation</li> <li>2. Opened a new branch in Sumatra Island</li> <li>3. Creating travel agent cooperation throughout Indonesia</li> <li>4. Integration of food beverage tourism and accommodation</li> <li>5. Making an Online Booking application</li> </ol>

(Source: Le Hu Garden Indonesia, 2023).

After determining operational goals, the next step that needs to be done is to set operational goals as shown in the following table.

Table 2 Le Hu Garden Indonesia's Operational Objectives

Category	Operational Goals
Short-term (Years 1 - 2)	<ol style="list-style-type: none"> <li>1. Management certification process reaches 100%</li> <li>2. Making tour service packages that meet customer needs.</li> <li>3. Have at least 1 staff with knowledge related to travel agent cooperation and operations</li> <li>4. Make contract agreements based on operating cooperation with offline and online travel agents.</li> </ol>
Medium Term (Years 3 - 4)	<ol style="list-style-type: none"> <li>1. Improve rides and photo spots within the park</li> <li>2. Expansion for accommodation and Cafe</li> </ol>
Long-term (Year 5 onwards)	<ol style="list-style-type: none"> <li>1. Opened another Le Hu Garden in Are, North Sumatra</li> <li>2. Creating integration of tourism, accommodation and Cafe</li> <li>3. Addition of staff to improve rides and 3rd party cooperation</li> </ol>

(Source: Le Hu Garden Indonesia, 2023)

The operational design implemented by Le Hu Garden Indonesia is divided into two channels, namely maximizing social media as part of promotion and operational 3rd party cooperation which which is part of supporting the QSPM strategy, namely doing marketing

optimally Online and offline. In the operational implementation of Le Hu Garden Indonesia, an operation design is needed where the operation design determines matters related to partners in providing their services. Furthermore, in determining the criteria partners will be divided into Partner classes with specifications that have been made by Le Hu Garden Indonesia with the agreement of the Partner. This is necessary so that there are no current and future obstacles and problems. In the design of this operation Le Hu Garden Indonesia Make classifications and conditions with the Partner as follows:

Table 3 Partner Standards

Partner Standards	Specifications	Remark
Gold Partner Standard	Standard partners of Le Hu Garden Indonesia who already have a purchase amount above 250,000 packages	Special fee price 15%
Standard Silver Partner	Standard partners of Le Hu Garden Indonesia who already have a purchase amount above 100,000 packages	Special fee price 12%
Standard Mitra Bronze	Standard partners of Le Hu Garden Indonesia who already have a purchase amount above 50,000 packages	Special fee price 7 %

The products offered by Le Hu Garden Indonesia are currently garden tour services that can be ordered through the Le Hu Garden Indonesia application or 3rd parties, at the beginning of this business Le Hu Garden Indonesia reservations will produce several types of products with several very different service features. As for the types of products, service schedules and features of the Le Hu Garden Indonesia application as follows:

Table 4 Hours of Operation

Product	Service
Entrance Ticket	09.00 – 21.00
Holiday Package A/5 Persons	09.00 – 21.00
Holiday Package B/5 Persons	09.00 – 21.00
Package A	09.00 – 21.00
Package B	09.00 – 21.00
C Onward Package	09.00 – 21.00
D-Pass Package	09.00 – 21.00
Picnic Package	09.00 – 21.00
Food Beverage	24 Hours
Accommodation	24 Hours

Technology that Le Hu will use Garden in the ticketing process and the entrance gate of the rides will use smart bracelet technology from e-money Mandiri and safe pay. This technology combines an RFID access system with an NFC-based payment system so that later there will be no more processes using paper or payment receipt models, besides that there is GPS Positioning to anticipate child tourists who get lost can be tracked.

Le Hu Garden as a pioneer of tourism services by carrying out The Go Green tagline tries to align all its operations by using technology that can provide a Go Green effect. Here is the technology implemented in Le Hu Garden natural tourism. The use of solar panels to produce electricity has become increasingly popular in recent years. Solar panels convert solar energy into electrical energy that can be used to meet electricity needs in homes, businesses, or even in the wider environment. Le Hu Garden utilizing Solar Power Plants to be installed on the roof of houses or on open land around the area Le Hu Garden to generate electricity that can be used for daily needs such as lighting, battery charging, operation of electronic equipment, and water heating systems.

Le Hu Garden using solar panels as a source of electrical energy to meet their operational needs. This can include the use of solar panels in office buildings, factories, farms, shopping malls, hotels, and so on. These plants can provide electrical energy for settlements, cities, or areas around Le Hu Garden. With the right energy storage battery, solar panels can charge batteries and provide the necessary electricity for critical needs such as lighting, charging cell phones, and medical equipment. The use of electricity using solar panels can help reduce dependence Le Hu Garden towards fossil energy sources, reducing greenhouse gas emissions, and providing access to more affordable and sustainable electricity and also launching the tagline Go Green.

PJU Lights (Public Street Lighting) Le Hu Garden It also uses solar power to produce light. PJU Light Le Hu Garden these typically consist of solar panels that capture solar energy, batteries to store energy, controllers that regulate the flow of electricity, and LED lights that light up when needed. The advantage of using this lamp is energy saving, solar-powered PJU lamps produce light by using free and renewable solar energy. They do not require external power sources, thus saving operational costs and reducing the use of fossil energy. Environmentally friendly, Because it uses solar energy, solar-powered PJU lamps do not produce greenhouse gas emissions or air pollution. It helps reduce the negative impact on the environment and helps in the preservation of the environment. Self-contained, solar-powered PJU lights do not rely on public electricity grids. They can be installed in remote areas or areas that are difficult to reach by conventional power grids. This allows for reliable

and affordable street lighting in a variety of locations. Although the initial cost of buying and installing solar-powered street lights may be higher than traditional street lights, they have lower operating costs in the long run. They do not require regular expenses for payment of expensive electricity and maintenance bills. The durability of solar-powered PJU lamps is generally designed to be durable and withstand extreme weather conditions. They are equipped with batteries that can store energy for use during bad weather or at night. Automatic setting: Solar-powered PJU lights often come with automatic settings that adjust lighting based on ambient light conditions. This means that the lights will turn on when the sunlight decreases at night and turn off when the sunlight is bright enough. PJU lights and solar-powered CCTV are an option Le Hu Garden in an effort to adopt renewable energy sources and reduce dependence on fossil energy. Le Hu Garden provide reliable, energy-saving and environmentally friendly street lighting.

In developing a new form of service or improving existing services, a tool called supply chain management is needed. Even if everyone involved in the supply chain has their own unique responsibilities and perspectives, supply chain management provides a clear picture of the system so that everyone can do their jobs effectively. Le Hu Garden Indonesia has a responsibility to keep the amenities of the tourist attraction, such as the restrooms and changing rooms, clean so that visitors can relax and enjoy themselves while they are using the natural tourist parks. After using a tourist attraction's services, clients evaluate their level of satisfaction based on how well those services met their expectations and how well they felt their money was spent. Repairs and maintenance are carried out by Le Hu Garden Indonesia every six months. Customers are satisfied when their expectations are fulfilled or surpassed, and dissatisfied when they are not. Since they are two sides of the same coin, service quality and reliability go hand in hand. The expectations of the service's users are at the heart of both concepts. You must understand that these ideas are related, yet distinct from one another.

## CONCLUSION

Based on the results of the discussion above, Le Hu Garden Operations is very important as the spearhead of the company's progress, this occurs due to the pattern of work that is service and related to technology so that all related aspects must be handled by the operational department. In addition, go green technology is the pulse of the company that is not easily imitated by competitors so that both park operations and supporting technology are priorities for the operational division. To ensure that the

company continues to grow and maintain customer trust in the products offered, the company will continue to develop technology both in terms of investment and utilization of technology functions to continue to compete in the market and launch new supporting technologies to add value to products and increase the number of customers.

There are essentially two phases to the operational activities of Le Hu Garden, and they are: During the planning phase, the operational division does things like research to determine which business procedures are necessary, develops and tests those processes, puts technology into place, and searches for potential collaborators. When a product is ready to be made available to consumers through established distribution channels, this is known as the Launch Stage. To make sure the service can keep running smoothly and evolve to get the greatest outcomes, the corporation keeps an eye on the vehicle's operation after the launch period is over and does regular maintenance and evaluations. Along with current technical advancements and shifting consumer activity patterns, the process of green technology and service technology will also undergo continuous development.

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