



INNOVATIVE: Journal Of Social Science Research

Volume 5 Nomor 3 Tahun 2025 Page 7222-7236

E-ISSN 2807-4238 and P-ISSN 2807-4246

Website: <https://j-innovative.org/index.php/Innovative>

Analysis of 5 Porter Force in the Contemporary Tourism Development Business "Le Hu Garden"

Komala Purwandini^{1✉}, Edi Hamdi², Rina Anindita³, Agus Munandar⁴

Faculty of Business Economics, Esa Unggul University Indonesia

Email: komalapurwandini@gmail.com^{1✉}

Abstrak

Bisnis pariwisata Indonesia tumbuh setelah wabah COVID-19 membuka perbatasan. Pariwisata sangat penting bagi sebagian orang untuk menghilangkan kepenatan dan stres kerja. Hal ini terkait dengan tempat wisata dan pariwisata asing dan domestik. Potensi ini mendorong penyedia jasa wisata alam untuk mengkaji keunggulan kompetitifnya. Penelitian ini menggunakan penelitian kualitatif deskriptif. Wawancara, tinjauan pustaka, penyajian data, dan lima langkah analisis Porter digunakan. Lima faktor dari analisis Lima Kekuatan Porter—persaingan pengganti, ancaman masuk, persaingan industri, daya tawar konsumen, dan daya tawar pemasok—memiliki nilai rata-rata 1,82. Dalam studi Lima Kekuatan Porter, keunggulan kompetitif Le Hu Garden tidak terancam dengan hasil kuantitatif dari 1,67 menjadi 2,33. Penelitian ini hanya meneliti keunggulan kompetitif. Penelitian di masa depan harus diperluas di luar Sumatera dan mencakup analisis SWOT dan QSPM.

Kata kunci: *Keunggulan Bersaing, 5 Porter, Le Hu Garden, Wisata Alam Indonesia*

Abstract

Indonesia's tourism business grew after the COVID-19 outbreak opened borders. Tourism is essential for some to relieve exhaustion and work stress. This is linked to tourist attractions and foreign and domestic tourism. This potential prompts a nature tourist service provider to examine its competitive edge. This study uses descriptive qualitative research. Interviews, literature reviews, data presentation, and five Porter analysis measures are used. Porter's Five Forces analysis's five factors—substitute competition, threat of entry, industry rivalry, consumer bargaining power, and supplier bargaining power—averaged 1.82. In Porter's Five Forces study, Le Hu Garden's competitive advantage is not threatened by quantitative results from 1.67 to 2.33. This research only examines competitive advantages. Future studies should expand beyond Sumatra and include SWOT and QSPM analyses.

Keywords: *Competitive Advantage, 5 Porter, Le Hu Garden, Indonesian nature tourism.*

INTRODUCTION

Tourism is a significant driver of commerce, income, employment, and cross-border interaction for many nations. In many nations today, tourism is the primary economic engine and is regarded as a source of wealth and jobs. Additionally, among other service sectors, the tourism sector is one of the forerunners of global expansion. (Allameh et al., 2015). In order to boost the country's foreign exchange revenue, the Indonesian government is also targeting this business. One of the government's main development goals is tourism, as stated in Law Number 25 of 2000 about the National Development Program. This program intends to develop both current significant locations and prospective new centers for economic growth (Act No. 25, 2000). Significant economic growth in Indonesia is facilitated by the tourist sector. Additionally, one of the industries that can boost the regional economy is the tourist sector. particularly in Indonesia, a country with a lot of promise a location that draws travellers to it on its own. The tourist industry is regarded as a strategic asset with a dual impact since it has a substantial impact on the national economy and can have both direct and indirect consequences (Prayag et al., 2020)

The direct effects created by tourism are such as employment for the community, While the indirect effect, namely the creation of economic activities supporting tourism such as the establishment of restaurants, transportation, public services, and others. By meeting the demand for tourism and investing in the necessary infrastructure, this sector can have a positive influence on society, culture, and the economy (Allameh et al., 2015). Development and tourism are two interrelated factors. This means that the more the tourism industry contributes to local government, the more it will grow. On the other hand, if an area is growing, there will undoubtedly be more infrastructure and facilities to facilitate tourism growth. As the tourist industry grows and makes more contributions (thanks to the multiplier effect), the function of local and national tourism boards becomes more crucial.

One of the benefits of tourism is to improve international relations, provide employment for local residents, encourage local economic activity, and increase the country's per capita, regional, and foreign exchange income. Fifth, to introduce and utilize natural beauty and culture; sixth, to support and support the development process, such as by providing the necessary facilities and infrastructure; and lastly, to preserve the environment, flora, and fauna. Tourism implementation aims to introduce, use, preserve, and improve tourist attractions and improve and equalize economic prospects and employment. Additionally, to boost national income, welfare, and domestic product utilization.

In 2020, 4,052,923 international tourists entered Indonesia through the entrance, a decrease of 74.84% from the previous year. This is down from 16,108,600 visits in 2019. According to data from BPS (Central Statistics Agency), there is a considerable possibility that the average expenditure on foreign tourism per visit is according to the country of residence. In 2016, foreign tourism expenditure amounted to US 1,201.04, in 2018, US 1,220.18, and in 2019, US 1,145.64. Saudi Arabia's foreign tourist expenditure was highest per residential visit in 2016, 2018, and 2019 was Saudi Arabia. In 2016, these expenses amounted to \$2,237.50, and in 2018, these expenses amounted to \$2,277.41.

The number of foreign tourists to Saudi Arabia in 2019 amounted to US\$ 1,592.79, so this market is expected to expand rapidly in the coming years. The number of international visitors is expected to increase from around US\$140 million in 2018 to US\$230 million by 2026, with online travel spending US\$180 billion (Wisker et al., 2020). Singapore had the lowest foreign travel expenditure per visit by country of residence in 2016, at US\$588.53. Another country, Brunei Darussalam, had the lowest foreign tourism expenditure in 2018, at US\$705.02. The average expenditure of foreign tourists per visit by their country of residence (US) from 2016 to 2019 is shown here (BPS, 2020). From the increase in tourist visits, it makes wide opportunities for the tourism industry to be involved in marketing its local tourism. Furthermore, it is the result of To thrive in today's global economy, local businesses must forge partnerships with both middlemen and consumers to sell their wares (Brosnan et al., 2016).

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. Using Porter's five strengths, Le Hu Garden aims to establish a competitive advantage for the company, which will help it accomplish its mission. Five-factor model According to Dobbs (2014), when utilized by competent managers or analysts, Porter becomes a potent tool. The company's competitive advantage can be further enhanced with this weapon. The goal of Le Hu Garden's 5 Porter analysis is to help the company determine how well it can compete in this area. The study's overarching goal is to identify what gives Le Hu Garden a leg up in the market. Moreover, to learn how formidable the rivals and other parties with vested interests in this enterprise are. In the future, students and other researchers interested in competitive advantage can utilize this research as a reference. five porters.

LITERATURE REVIEW

STRATEGY

Before starting a firm, internal and external business evaluations are needed to assess the situation (Prabangkara et al., 2021). David (2017) recommends a shared strategy for long-term goals. Business strategy comprises entering new markets, purchasing complementary companies, developing new products, maintaining expertise, and forming strategic alliances. Organizational strategy guides actions. This strategy can help executives make crucial decisions. Maintaining and improving competitiveness (Mamun et al., 2020). A corporation must constantly seek for competitive advantage to adapt to external trends and internal competencies, capabilities, and resources. Effective planning, implementation, and evaluation of strategies are crucial.

Companies use comparative advantage to boost global trade and economic growth (Adigwe, 2022). Cost leadership, differentiation, and focus help firms gain a competitive edge (Subhan et al., 2022). Otherwise, Porter (1980) suggests using Porter's Five Forces to get a competitive edge. Follow this order: new entrants, competitive competition, substitution, buyer power, supplier strength (Dobbs, 2014). A competitive strategy connects the organization to its surroundings to get an edge over competitors.

Porter's five forces

David (2017) states that numerous industries utilize Porter's Five Forces model for competitive analysis while designing strategies. Competition between similar firms, the possibility of new entrants, the development of substitute products, the bargaining power of suppliers and sellers, and the bargaining power of buyers and consumers are the five forces that make up an industry's competitive nature, as stated by Porter (1980). (David, 2017). One of the goals of conducting a Porter's Five Forces Analysis, according to Dobbs (2014) is to identify the firm's competitive edge.

Threat of Entry / New Entry Threat

Existing barriers to entry and the anticipated reaction of current competitors constitute the threat of new entrants joining the business, according to Porter (1980). The danger of new entrants coming will be minimal if these obstacles are big and new entrants anticipate strong opposition from current competitors. According to Porter (1980), there are six primary forms of input barriers: scale economies, product differentiation, capital requirements, switching costs, distribution channel access, and unfavorable costs regardless of scale (David, 2017).

Industry Rivalry / Competitor Threats

current hurdles to entry and the predictable reaction of current competitors constitute the newcomer's threat to the industry, according to Porter (1987). If these obstacles or hurdles are large and/or newcomers expect there to be stiff resistance from old faces, then the threat of newcomers entering will be low. There are six main sources of hurdles that enter Porter (1987): economies of scale, product differentiation, capital requirements, cost of switching suppliers, access to channels (Porter, 1980).

Bargaining Power of Buyer / Consumer Bargaining Power

The buyer has greater bargaining power when purchasing a standard or undifferentiated product. Under these conditions, consumers often have more leverage when haggling over product pricing, warranty terms, and accessory packages (David, 2017). Furthermore, buyers have greater bargaining power when dealing with common or non-specialty items. Competitors may offer longer warranties or extra services to customers with a lot of negotiating power. Customers often try to haggle over sales pricing, warranties, and extras included with products.

Bargaining Power of Supplier

Suppliers' bargaining power may harm companies that rely on them as their dependence rises. A company's dependence on one supplier can be determined by the concentration ratio indicator, which compares a supplier's supply value to the total inventory value supplied by many suppliers. Suppliers can obtain an advantage in negotiations by threatening to raise prices or degrade quality. Thus, strong suppliers may stifle industries that cannot keep up with price increases. (Porter, 1987).

Substitute Competition / Threat of Substitute Products

All enterprises in an industry compete basically with replacement product industries. Replacement products set a ceiling price for industrial companies, limiting their profit potential. Industry profit constraints tighten as substitute product prices become increasingly tempting. Find products that execute industrial products' functions to identify substitutes. Managing alternative products may require concerted industrial action. Substitute products have a price restriction before people switch. The market share of a substitute product and the company's intention to grow capacity and market penetration determine its competitive strength (David, 2017).

This study's framework is based on the findings from the aforementioned literature review:

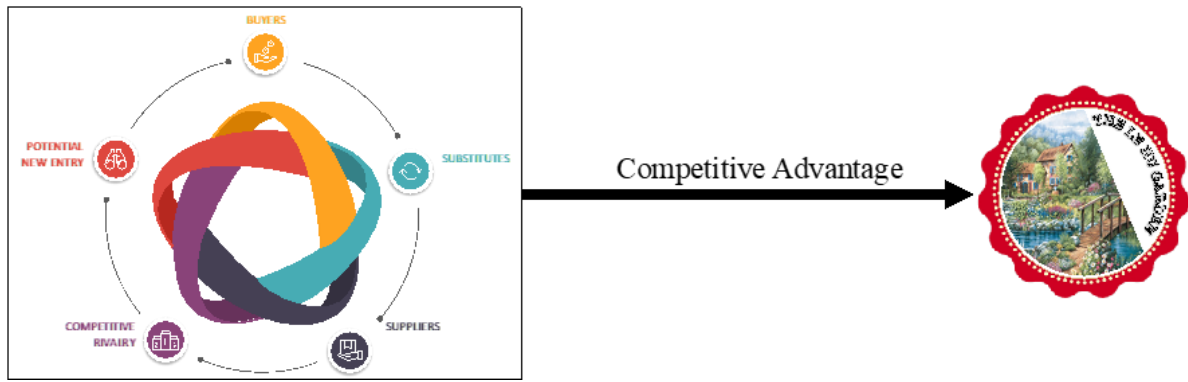


Figure 1 Research Model

RESEARCH METHOD

Descriptive qualitative research, like this study, uses qualitative data to explain reasons and generalize results to support hypotheses generated from respondent comments (Helms and Nixon, 2010). Interviews with internal and external stakeholders, records, and reports provide observational data. This study measures Le Hu Garden Company (Sunaryanto and Shah T.Y.R., 2019). Research targets reflect Porter's 5 strengths. Quantitative weighting metrics Looking at Porter's Five Forces First, determine the index values of the opposing forces' factors (Porter, 2008). Assess each company's competitive strength factor Index Values 1, 2, and 3 (David, 2017). The weighted results must equal 1 (one) based on justification of the most important competitive strength value, while 0 is the least important. Porter's quantitative calculations yield modest (1.00–1.66) results. Middle-range 1.67–2.33. Quantitative values between 2.34 and 3.00 are high (David, 2017).

Semi-structured interviews and observation data are used to draw conclusions from field observations, documents, analyses, evaluations, and reports (Damayanti et al., 2019). Data validity is tested using triangulation. Researchers interview multiple sources to triangulate. The researcher may compare their fieldwork data to the companies for this check. We gather all necessary data from our sources, rank external factors by impact using Porter's five forces, and use interview results to inform our model. Provide study results and the company's marketing plan.

RESULT AND DISCUSSION

Competitive Force

The model of Porter's five forces is one that is frequently utilized to assess the external influences affecting a company. Format the Porter's Five Forces Analysis It wasn't until 1980 that Michael E. Porter offered it (Porter, 1980). Porter's five forces is used to find out what advantages are possessed by The Tourist Area The Le Hu Garden and what challenges will be faced in the future. This model is also used in order to find out the situation of the business being run. This analysis is carried out so that the development of the Tourist Area The Le Hu Garden Can increase strengths and anticipate weaknesses so that companies can minimize or avoid making wrong decisions. In addition, this analysis model is expected to help companies understand the strengths and weaknesses that affect business development The Le Hu Garden .ini.

Porter's Five Forces.

Threats Of New Entrants

Upon the premise of market competitiveness in the travel sector, namely Winner Takes All, it can be known that to achieve an economy of scale in the tourism industry a company must become the market leader of the existing market. It can be concluded that the economy of scale has a high influence on the company. Achieving economies of scale is challenging for the organization, according to the results of the research above, which is why the weight is only 0.4, because the influence is very high if the company succeeds in achieving the economy of scale, it is given an index of 3.

The Le Hu Garden park-themed natural attractions have their own complexity in making spots, rides and access spots and scenery so that The Le Hu Garden is a product that is not easy to duplicate, difficult to create in just a short time and a fairly large cost. The services provided by The Le Hu Garden are in accordance with the needs of the community and they can visit these natural attractions with various fast conveniences with the help of existing technology. The Le Hu Garden is still maximizing the use of technological developments because generally new natural attractions only use the website and have not used applications, so The Le Hu Garden will innovate continuously in rides that are of interest to the public and the field of technology so that it is more easily accessible to customers. From the analysis of the ease of products to be duplicated by new entrants, the weight given is 0.1 with index 1.

The funding stage in the tourist park business is very important because when viewed from a financial point of view, the capital needed by this industry is large and quite difficult

for new players who want to join this industry. Funding will be used to develop rides, maintain rides, and promotion. From this analysis, it can be concluded that funding is very influential on the entry of new entrants, so the weight given is 0.3 with an index of 2.

Most of the tourist parks do not yet have Online sales channels and these distribution channels are also used by The Le Hu Garden in an effort to raise brand awareness (both through social media, websites, etc.) so that products and services can be known to the public. But after being felt further, it turns out that the Online channel has not been maximized to increase sales turnover in order to cover operational costs and get higher profits. So the company needs to build a sales team to develop wider product distribution channels so that it can reach other regions and cities throughout Indonesia. Because the availability of media for promotion is easy to get while the availability of good visitors to be marketed is not easy to design quickly, for this industry the challenges in product distribution channels can be said to be moderate. Therefore, the results of the analysis for distribution channels are given a small weight of 0.2 and index 2.

Bargaining Power of Buyers

Travelers and nature tourists buy Le Hu Garden apps. Users can also read about Le Hu Garden's discounts and promotions' benefits and downsides on apps, social media, and other sites. This application information has little negotiation power because consumers switch apps fast. The Le Hu Garden admission tickets and rides have a high price sensitivity, so visitors will compare prices with competitors that are cheaper and provide discounts or promotions giving a modest weight of 0.3 and index 2.

In 2017, the Central Statistics Agency (BPS) reported 1,902,502 visitors, peaking at 2,248,305 in 2019, highlighting the government's attempts to make Lake Toba a worldwide attraction. After covid, tourist visits to Deli Serdang may grow. According to 100 North Sumatran tourists interviewed, 80% wish to visit instagrammable natural sites. This research demonstrates that a large number of buyers influences the weight, 0.5 with an index of 3.

The cost of switching to similar tourism in this business is fairly non-existent, improving application technology or web access can be done for free. Visitors as potential customers can easily switch without worrying about the cost. But for partners who are ride providers, switching costs can be very large because the characteristics of the products offered are more to system management, where if the ride provider is charged a fee if there is a transaction from consumers through the application or web The Le Hu Garden, the costs incurred to switch to other products are not expensive. However, similar application features have not been used by previous service providers provided by The Le Hu Garden in terms

of providing convenience to consumers so that it can be said that consumers are not difficult to move to other rides, therefore the weight given is 0.2 with an index of 1.

Threat of Substitute Products

The competitor of The Le Hu Garden is Hill Park Sibolangit which has similarities in tourism services in North Sumatra, the Hill Park concept is indeed more to modern rides such as kora kora, roller coaster, bomb om car and tree house concept, while other competitors such as Fun and Mickey Holiday With the concept of shooting, otbound, rafting and others can only be done for adults, cannot book through the website application. But there is a difference between these two businesses, namely in price, where the package price is indeed a little expensive on average for package prices around 150,000-400,000 thousand rupiah, then for hill park the average rental price is around 30,000-250,000 thousand rupiah and for The Le Hu Garden the average rental price for rental prices is around 20,000-100,000. Along with the wristband and admission ticket booking app from the analysis, the element has a weight of 0.2 with an index of 1 since the Le Hu Garden makes it easy for consumers to choose their desired entrance schedule, rides, and tours.

From the results of the interview, it is known that there are several conveniences that consumers want for the ticket booking application and bracelets The Le Hu Garden that can be provided such as ease of entry and integrated transactions that make it easier for them as desired by consumers, ease of payment, ease of communicating with third parties or management, directions for the location of tourist attractions that are directly connected to google maps and the ease of making reservations to partners or providers of these tourist attractions from the same application or web. Because the convenience factor is an important thing that must be given to consumers, it is given a weight of 0.5 with Index 3.

Bargaining Power of Suppliers

The Le Hu Garden company has suppliers who are tour service providers who work with The Le Hu Garden to provide services. The pricing of each supplier may vary depending on the resulting negotiations. Of course, the company wants profit sharing that is profitable for both parties. However, The Le Hu Garden application and web offer low operational costs in terms of labor, a simpler system and expenses for invoices that are efficient because The Le Hu Garden uses electronic invoices sent to email so that the net income achieved will be maximized. From the picture above, for pricing suppliers are given a weight of 0.2 and index 1 because the supplier's ability to determine prices is fairly low.

The Le Hu Garden company has Garden suppliers, namely garden and tree repair service providers who work with The Le Hu Garden to provide services. Pricing from each park supplier may vary depending on the resulting negotiations. Of course, The Le Hu Garden offers low operational costs in terms of labor, simpler systems and expenses for repair and maintenance efficiency. From the picture above, the pricing of ataman suppliers is given a weight of 0.4 and index 1 because the ability of park suppliers to provide services and convenience is fairly low.

The Le Hu Garden company already has a supplier of flowers and trees, namely a provider of garden flowers and trees that have been woven by The Le Hu Garden to provide these flowers and trees. The pricing of each flower supplier has been agreed so far with the agreement. Of course, The Le Hu Garden has strong bargaining because of large purchases so that for pricing flower and tree suppliers are given a weight of 0.4 and index 1 because of the ability of flower suppliers to provide services and conveniences and prices are fairly low.

Rivalry Among Existing Firm

The competitors of The Le Hu Garden are those that have similarities in nature-based tourism services. But The Le Hu Garden adds 3rd party applications and services as well as the use of smart bracelet technology. While competitors can only be done offline, and the website application only displays information (Company Profile), cannot book through the website application. A comparison of some players in nature tourism can be seen in table 1 below.

Table 1 Competitors in Tourism

No	Product	Type - Concept	Product Segmentation
1	The Le Hu Garden	Nature Tourism	All Ages
2	Hill Park Sibolangit	Modern Rides	12 Bags
3	Fun and Mickey Holiday	Outbont	Adult

Source: The Le Hu Garden

Since there are still just a few players who control the market, the study' findings lead to the conclusion that the number of players has a weight of 0.20. Because there is currently little competition, the index only receives one point. One of any businessman's primary objectives is the growth or extension of his or her enterprise in a more sophisticated and broad direction. Because it is obvious that it will also be associated with the growth in income and profits made. The Le Hu Garden reservation application is here so that we may develop

amenities that can be used as a lucky land for businesspeople in the North Sumatra and Indonesia regions. The study's findings indicate that the weight for growth in the North Sumatra region reached 0.3 with index 2 due to the ongoing growth in internet users, the increase in application users since the year of discovery, and the absence of rivals in related industries.

There are currently no services that customers need that are not offered by rivals, such as easy access to applications that allow users to easily check available schedules and rides, see and check available schedules, and schedule reschedule. Therefore, it is thought that the product differentiation is highly important. Feeding for product differentiation is assigned a weight of 0.3 and an index of 2 based on the analysis's findings.

The following are the outcomes of the Porter's Five Forces study based on the preceding analysis:

Table 2 Calculation of Porter's Five Forces

No	Five Forces	Weight	Table of Contents	Value
Threats Of New Entrants				
1	Enterprise Economies of Scale	0,4	3	1,2
2	Easy Product Duplication	0,1	1	0,1
3	New Player Funding	0,3	2	0,6
4	Distribution Channel	0,2	2	0,6
Total value		2,5		
Bargaining Power of Buyer				
1	Consumer Pricing	0,3	2	0,6
2	Number of Consumers	0,5	3	1,5
3	Switching Cost	0,2	1	0,2
Total value		2,2		
Threats of Substitute Product				
1	Price and Quality	0,5	1	0,5
2	Ease	0,5	3	1,5
Total value		2,0		
Bargaining Power of supplier				
1	Supplier pricing	0,2	1	0,2
2	Ease of Garden Supplier	0,4	1	0,4
3	Ease of Flower/Tree Supplier	0,4	1	0,4

No	Five Forces	Weight	Table of Contents	Value
	Total value		1,0	
	Rivalry Among Existing Firm			
1	Number of Players	0,2	1	0,2
2	Business Growth	0,3	2	0,6
3	Product Differentiation	0,3	2	0,6
	Total value		1,4	

Table 3 Weights of Porter's Five Forces Values

No	Factor	Weight	Pressure
1	Threats of New Entrants	2,5	Tall
2	Bargaining Power of Buyers	2,2	Keep
3	Threats of Substitute Products	2,0	Keep
4	Bargaining Power of suppliers	1,0	Low
5	Rivalry Among Existing Firms	1,4	Low
	Average	1,82	

Source: The Le Hu Garden 2023

Tables 2 and 3 provide the findings of the discussion of the five contending forces; the average weighting of these forces is 1.82. This industry's competitive strength is low, according to the weighted. This means that the business can reap the benefits of technical advantages without exerting much effort. nature park reservation services.

Porter's generic strategy describes how the firm seeks a market advantage. Customer type Le Hu Garden Indonesia advertises its nature tourism services online through its website, WhatsApp, and Facebook groups, and offline through relevant exhibitions and communities. Competitive Force SWOT Matrix and Competitive Advantage analysis by Le Hu Garden Indonesia led to the Differentiation Focus Strategy. Differentiation Focus Strategy tries to lessen competition by offering unique products and services (Porter, 2008).

Table 4 Porter's generic strategy

SCOPE	Broad	Cost Leadership	Differentiation
	Narrow	Cost Focus	Differentiation Focus
SOURCE OF COMPETITION ADVANTAGE			

Source: PT Le Hu Garden Indonesia 2023

CONCLUSION

The results demonstrate that the dimensions of Industry Rivalry, Threat of Entry, Buyer Bargaining Power, Supplier Bargaining Power, and Substitute Competition, as measured by Porter's Five Forces analysis, have an average weight of 2.06. Le Hu Garden's competitive advantage is not being challenged, according to the quantitative results of Porter's Five Forces study, which fall within the range of 1.67 to 2.33. This outcome shows that Le Hu Garden's natural tourist business is rather competitive. So, in order to gain an edge over other organizations or similar ones, Le Hu Garden must enhance its other contests.

First and foremost, future research should expand upon this study's scope to include more than just competitive advantage studies; there are many other areas where it falls short. Additionally, there are technological limitations that cannot be exploited in data and information searches due to the situation of suppliers who still do not use technology due to geographical limitations and a lack of understanding of new technology. It is suggested that the future study increase the scope of the research to include areas other than the Sumatra Area and include or supplement additional supporting data such as SWOT and QSPM Analysis. Hence, it is highly recommended to expand this study to incorporate more variables that could affect the company's competitive advantages. It is also expected to have research sites in several cities and regions, covering a wide range of industrial specialties. The nature tourism industry is continually evolving therefore Le Hu Garden has to think of new methods to stay ahead of the curve by constantly innovating their products, processes, organizations, and business models to suit customer needs.

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