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## Business Strategy Analysis of Contemporary Nature Tourism Development "The Le Hu Garden Indonesia"

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### Abstrak

Le Hu Garden Indonesia adalah penyedia layanan wisata alam yang didirikan pada tahun 2016 di Deli Serdang, Sumatera Utara. Misinya adalah menjadi pilihan utama untuk layanan wisata terbaik dengan memuaskan semua kliennya. Dengan menggunakan SWOT dan QSPM, pendekatan yang tepat diperlukan untuk mewujudkan tujuan ini. Studi ini melihat bagaimana teknik pengembangan dapat diterapkan pada operasi komersial Le Hu Garden. Temuan menunjukkan bahwa kuadran II, atau tumbuh dan berkembang, mewakili posisi strategis Le Hu Garden sebagaimana ditentukan oleh matriks eksternal internal (IE). Hal ini menunjukkan perlunya strategi agar bisnis dapat berkembang dan meningkat. Memanfaatkan media sosial untuk menyebarkan informasi dan mempromosikan produk merupakan pendekatan utama dengan nilai daya tarik tertinggi yaitu 2,58, sesuai dengan strategi yang dipilih dalam QSPM. Hal ini menjelaskan mengapa media sosial saat ini memiliki pengaruh yang signifikan dalam pemasaran sektor travel.

Kata Kunci: *Faktor Internal, Faktor Eksternal, SWOT, QSPM, Le Hu Garden Indonesia*

## Abstract

Le Hu Garden Indonesia is a natural tourism service provider that was founded in 2016 in Deli Serdang, North Sumatra. Its mission is to become the top option for top tourist services by completely satisfying all of its clients. Using SWOT and QSPM, the appropriate approach is required to realize this objective. This study looks at how development techniques can be applied to Le Hu Garden's commercial operations. The findings revealed that quadrant II, or grow and build, represented Le Hu Garden's strategic position as determined by the internal external matrix (IE). This demonstrates the requirement for a strategy in order for the business to expand and improve. Utilizing social media to spread information and promote products is a key approach with the highest attractiveness value of 2.58, according to the strategy chosen in QSPM. This explains why social media today has a significant influence on the marketing of the travel sector.

*Keywords: Internal Factor, External Factor, SWOT, QSPM, Le Hu Garden Indonesia*

## INTRODUCTION

Le Hu Garden Indonesia is a natural tourism service provider that was founded in 2016 in Deli Serdang, North Sumatra. Its mission is to become the top option for top tourist services by completely satisfying all of its clients. In the stunning and unspoiled Deli Serdang region of North Sumatra, there is a natural tourist attraction called Le Hu Garden. Such natural tourist locations frequently struggle to maintain their allure, boost visitor numbers, and find long-term profitability. Le Hu Garden Indonesia is dedicated to founding, putting into place, sustaining, and constantly enhancing services for its clients in order to accomplish this objective. To effectively maintain and expand their natural tourism sites, Le Hu Garden management must therefore put into place appropriate measures. Strategic elements affecting an organization's performance must be taken into account to attain organizational goals. These strategic variables are divided into controllable internal and uncontrolled external variables. In-depth and precise analysis is necessary for one way to put short-term and long-term strategies into practice. One of the tools used in strategy analysis is SWOT and QSPM (Basset et al., 2018). Le Hu Garden's internal and external situations can be examined using SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis and QSPM (Quantitative Strategic Planning Matrix).

Many practitioners, researchers in the field of marketing, and students of corporate marketing and strategy have made use of SWOT analysis (Helms & Nixon, 2010). SWOT is also considered a decision-making tool. The word SWOT symbolizes Strengths, Weaknesses, Opportunities and Threats. Strengths, weaknesses are internal agents while opportunities and threats are outside agents. The strategic plan of a successful organization

should focus on strengths, opportunities, trying to deal with weaknesses, avoiding and countering threats. SWOT analysis helps in identifying the positive (strengths) and negative (weakness) factors possessed by this natural tourist destination. Further, the external environment's possibilities and risks can be better understood with the use of SWOT analysis. Using a SWOT analysis in the context of Le Hu Garden can aid in identifying the positive aspects of this natural tourist attraction, such as its beautiful scenery, variety of plants and animals, and sufficient amenities. Inadequate infrastructure, ineffective advertising, and environmental difficulties are some of the weaknesses that must also be taken into account and resolved. One of four possible strategies that can be developed from a SWOT analysis is SO, which focuses on capitalizing on opportunities by using existing strengths. In order to eliminate or lessen the severity of dangers, it is acceptable to use force, ST. In order to make the most of possibilities, WO must consider their shortcomings. Taking into account its vulnerabilities, the organization aims to mitigate the effects of its risks (Basset et al., 2018).

The SWOT matrix is a useful tool for regulating the development of QSPM strategies, which are based on the trifecta of weaknesses, opportunities, and threats. To get him, add together all of the QSPM's attractiveness scores from the various columns (Mallick et al., 2020). In the third step of QSPM analysis, the QSPM Decision step takes into account data from the first level of analysis and the matching results from the second level. The goal of quality-based strategy selection and implementation (QSPM) is to rank the selected strategies according to their relative attractiveness (Haq & Indradewa, 2020). QSPM enables management to allocate resources effectively and select alternative strategies that have a positive impact on the competitive advantage of natural tourism.

In order to assess potential alternatives, researchers in the field often employ tools like SWOT and QSPM analyses, such as research (Mallick et al., 2020) Researcher focusing on religious tourism strategy in Rameswaram, Tamil Nadu, utilizing a matrix technique encompassing strengths, weaknesses, opportunities, threats (SWOT), and quantitative strategic planning matrix (QSPM). The findings indicated that Rameswaram encountered numerous challenges with tourist satisfaction related to its distinctive culinary practices, accommodations, and services, including pollution. The existing management strategy indicates that Rameswaram must engage in ecotourism that is unsustainable. To foster sustainable ecotourism growth, local governments must implement effective policies that address shortcomings and capitalize on possibilities, thereby minimizing environmental

impact while enhancing service quality and establishing the area as a premier tourism destination.

Le Hu Garden identifies their internal strengths and weaknesses, as well as opportunities and threats in the external environment, by employing SWOT and QSPM analysis. Furthermore, they can develop and implement strategies that are in accordance with the conditions and objectives of this natural tourist destination. The implementation of this strategy can help Le Hu Garden increase its attractiveness, expand its market reach, and achieve long-term success in the competitive nature tourism industry. The purpose of this article is to analyze the implementation of strategies using SWOT and QSPM at Le Hu Garden. This article will explain the steps in conducting a SWOT analysis, identifying internal and external factors affecting restaurants, and evaluating alternative strategies using QSPM. It is hoped that this article can provide insight and guidance for Le Hu Garden management in developing effective strategies.

## RESEARCH METHOD

Utilizing SWOT and QSPM measurements and analytic tools, a descriptive qualitative study methodology was employed at Le Hu Garden Indonesia. 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, it is necessary to process the previously collected data first. The strategy formulation process is based on a three-stage framework that comprises 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.

In order to find external possibilities and dangers, as well as internal strengths and weaknesses, the present data is qualitatively categorized according to the study of the two contexts. A matrix of external and internal factors is used to examine and generate the list of opportunities, threats, strengths, and weaknesses that are now present (IFE). The next phase is to mix external and internal elements to build strategic alternatives for the organization using the IE matrix and SWOT matrix after the EFE and IFE matrices have been created. After then, a number of different tactics are considered, and the best one is chosen using the QSPM matrix (David, 2017). Data for this analysis were collected through interviews

with management *Le Hu Garden*, analysis of documents such as financial statements and operational records, as well as customer surveys. This data provides a comprehensive picture of internal and external conditions *Le Hu Garden*.

## RESULT AND DISCUSSION

In this study, recognizing and assessing the internal and external environments is the initial step in formulating solutions. After gathering the internal strategic elements that have an impact on *Le Hu Garden Indonesia*, the relative relevance of internal and external aspects to the business is determined by weighting and rating them. A questionnaire method is used to conduct evaluations and assessments to calculate weights. Key informants are chosen beforehand.

Table 1 IFE (*Internal Factor Evaluation*) Matrix

	Internal Strategic Factors	Weight	Rating	Total Score
Strength	1 R1. Product Distribution Channel	0,07	3	0,21
	2 R2. <i>Community Engagement</i>	0,06	2	0,12
	3 R3. <i>Partnership and Networking</i>	0,08	3	0,24
	4 R4. <i>Business Partner Venue</i>	0,09	3	0,27
	5 R5. Technology	0,1	4	0,4
	6 R6. E-Payment	0,08	3	0,24
	7 R7. Funding	0,09	3	0,27
Weakness	1 C1. Price	0,09	3	0,14
	2 C2. Excellent Customer Service	0,08	3	0,24
	3 C3. Human Resources	0,07	2	0,24
	4 C4. Corporate Organization	0,08	3	0,1
	5 C5. Product Innovation	0,08	3	0,24
	6 C6. App Quality and Features	0,05	2	0,14
	Total	1		2,85

Source: data processed for The *Le Hu Garden* (2023)

Table 2 EFE (External Factor Evaluation) Matrix

	Internal Strategic Factors	Weight	Rating	Total Score
Opportunity	1 Government commitment to increase tourism industry growth (O1)	0,08	4	0,32
	2 People's income increases due to an increase in GDP (purchasing power) (O2)	0,04	2	0,08
	3 The development of tourism as a means of meeting or gathering (O3)	0,07	4	0,28
	4 Generation Y, Millennials and Z have a very high activeness on social media and the internet (O4)	0,06	3	0,18
	5 The hobby of tourism to the community natural tourism park is still very high so that the business opportunities of nature tourism parks are very broad (O5)	0,07	3	0,21
	6 Society wants something practical in everything (O6)	0,08	4	0,32
	7 Digital application for ticket and ride reservations for <i>millennials</i> (O7)	0,07	4	0,28
	8 <i>User friendly</i> websites and mobile <i>applications</i> (O8)	0,03	2	0,06
	9 <i>Smart wristband and payment technology</i> (O9)	0,06	3	0,18
	10 Payment System Technology (O10)	0,03	2	0,06
	11 The public's penchant for travel is still very high so that this business opportunity is very wide open (O11)	0,04	2	0,08
	12 The number of users of online and internet travel services continues to grow. (O12)	0,07	4	0,28
Threat	1 The tourism industry is vulnerable to other pandemics and restrictions on community gatherings. (T1)	0,07	4	0,28
	2 Products easily made by other competitors (T2)	0,04	2	0,08
	3 Increased meeting and MICE programs in hotels and ballrooms (T3)	0,04	2	0,08
	4 Scalability and stability(T4)	0,06	3	0,18
	5 Very rapid technological development (T5)	0,04	3	0,12

6	Security technology <i>and fraud</i> (T6)	0,05	3	0,15
Total		1	3,22	

Source: data processed for The Le Hu Garden (2023)

From the strategic factor weighting and ranking data, the total IFE score is 2.85 and the total EFE value is 3.22. Then these two factor evaluation values are plotted in quadrants of the IE matrix which can be seen in the figure below:

Table 3 IFE - EFE Matrix

	<b>IFE</b>	<b>Strength (3.00 – 4.00)</b>	<b>Middle (2.00 – 2.99)</b>	<b>Low (1.00 -1.99)</b>
<b>EFE</b>			2,85	
<b>Strength (3.00 – 4.00)</b>	3,22	<b>I Grow &amp; Build</b>	<b>II Grow &amp; Build</b>	<b>III Hold &amp; maintain</b>
<b>Middle (2.00 – 2.99)</b>		<b>IV Grow &amp; Build</b>	<b>V Hold &amp; maintain</b>	<b>VI Harvest &amp; Divest</b>
<b>Low (1.00 -1.99)</b>		<b>VII Hold &amp; maintain</b>	<b>VIII Harvest &amp; Divest</b>	<b>IX Harvest &amp; Divest</b>

Source: data processed for The Le Hu Garden (2023)

As a result of the IE matrix matching, Le Hu Garden is presently in quadrant II, which represents the strategy needed for the company's long-term growth and strategy development. The "growing and building" plan demonstrates the need for a stronger growth strategy so that the business can improve and become even better.

Table 4. Strategy Matrix

	Strengths – S	Weakness - W
Opportunities – O	SO Strategies	WO Strategies
	<ol style="list-style-type: none"> <li>1. Designing application integration to facilitate services for tourist visits easily (S1, S4, S5, S7, O3, O5, O6, O7).</li> <li>2. product improvement and optimization of e-sport (S1, S2,</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize social media to expand the reach of information and promotion (W1,W2, O3,O4).</li> <li>2. Utilization of member get member for market penetration (W2, O4, O5, O6).</li> </ol>

	S3,S4,O2,03,04,05).	
3.	big data and artificial intelligence to analyze customer behavior (S1, S5,S4, O7, 08,09).	3. Satisfaction system for vehicle evaluation and service (W2, W3, W5,W6 O3, O6,O8,09).
4.	Standardization of venues, rides and tourist attractions (S2,S3,S4,O4, 05,O11).	4. Offers admission tickets and ride services inside The Le Hu Garden app (W1, W5,O1,02,09,011,012)
5.	Improving the security and advancement of IoT Technology in the advancement of Application-based Information Technology (S6, S7,S8,S9,O3,O4, O9,O10,O11).	
6.	Improved user payment process that is easy and simple (S4,S5,S6,O7,O8,O9,O10,O11,O112)	

Threats -T	ST Strategies	WT Strategies
1	Utilizing mobile technology and AI in marketing and operational activities (S4,S5,S8,T4,T5).	1 Increase related knowledge about application-based tourism technology and smart ware (W3,T3,T4,T5).
2	Perform updates and bug fixes (S5,T2,T3,).	2 innovation and analysis of changing customer needs (W2,W5,T3,T2).
3	In collaboration with payment applications such as: OVO, Paylater (S2,S4,S5, T1,T2)	3 improved user experience with ease and user friendly (W2, T2, T3).
4	Perform tiered interlocking controls to avoid fraud (S5,T4,T5,T6).	4 Protect and log activities (W3,W4,T4,T5,T6).
5	Development of application updates and loads advanced reliable wristband technology (S1,S4,S5,S6,S7,S8,T4,T5)	5 The existence of NDA related to data confidentiality (W2,W3,W4,W6,T4,T5,T6).
6	Enhanced data security and reliable security protection (S1, S5, S6,T 4,T5,T6)	6 Strengthening security systems and trial hacking with security system vendors

Source: data processed for The Le Hu Garden (2023)

Based on the company's position in the IE matrix, specifically the Grow and Build Strategy, this study utilized a SWOT matrix to produce multiple alternative strategies. The strategies were based on internal and external elements (Evelyn, 2018). To ensure that the strategies are both effective and feasible, it is necessary to consult with key informants who are knowledgeable in developing such plans by considering previously evaluated opportunities, threats, strengths, and weaknesses. The choice of the best plan that the business can implement is the final step in the strategy-development process. The SWOT matrix from earlier can be used to analyse a number of potential solutions using the QSPM matrix. To determine an effective implementation strategy that is in line with the circumstances of today, the QSPM matrix is evaluated through interviews and conversations with key informants. After the inputs and matching phases are complete, the next step is to decide on a business plan (Subhan et al., 2022)

Table 5 QSPM

<i>SWOT ANALYSIS</i>			Designing 3rd Party integration to facilitate services		Offers new rides in The Le Hu Garden		Utilizing social media to expand the reach of information and promotion	
			(S1, S4, S5, S7, O3, O5, O6,07)		(W1, W5, O1,02,09,011,012)		(W1, W2, W3, W4, O3, O4, O5, O6)	
No	<i>Opportunity</i>	Weight	1		2		3	
			AS	TAS	AS	TAS	AS	TAS
1	OP 1	0,04	2	0,08	1	0,04	2	0,08
2	OP 1	0,03	2	0,06	2	0,06	2	0,06
3	OP 1	0,04	4	0,16	1	0,04	2	0,08
4	OP 1	0,05	4	0,2	1	0,05	2	0,1
5	OP 1	0,05	4	0,2	2	0,1	2	0,1
6	OP 1	0,03	2	0,06	1	0,03	1	0,03
7	OP 1	0,03	2	0,06	3	0,09	2	0,06
8	OP 1	0,04	3	0,12	3	0,12	2	0,08
9	OP 1	0,03	4	0,12	3	0,09	3	0,09
10	OP 1	0,02	2	0,04	3	0,06	2	0,04
11	OP 1	0,03	3	0,09	2	0,06	2	0,06

12	OP 1	0,02	2	0,04	3	0,06	2	0,04
<i>Threat</i>								
1	T1	0,04	1	0,04	1	0,04	2	0,08
2	T2	0,03	2	0,06	1	0,03	2	0,06
3	T3	0,04	2	0,08	1	0,04	2	0,08
4	T4	0,04	2	0,08	1	0,04	2	0,08
5	T5	0,03	1	0,03	1	0,03	2	0,06
6	T6	0,03	1	0,03	2	0,06	2	0,06
<i>Strenght</i>								
1	S1	0,04	4	0,16	1	0,04	4	0,16
2	S2	0,05	4	0,2	4	0,2	4	0,2
3	S3	0,04	3	0,12	1	0,04	4	0,16
4	S4	0,03	2	0,06	2	0,06	4	0,12
5	S5	0,04	1	0,04	3	0,12	3	0,12
6	S6	0,03	1	0,03	2	0,06	2	0,06
7	S7	0,03	3	0,09	2	0,06	3	0,09
<i>Weakness</i>								
1	W1	0,03	2	0,06	1	0,03	3	0,09
2	W2	0,01	1	0,01	1	0,01	2	0,02
3	W3	0,05	2	0,1	1	0,05	4	0,2
4	W4	0,04	1	0,04	1	0,04	0	0
5	W5	0,01	1	0,01	1	0,01	4	0,04
6	W6	0,02	2	0,04	1	0,02	4	0,08
TOTAL:		1,00		2,5		1,8		2,58

Every technique is given an attractiveness score (AS) to compare its appeal. This study gave the QSPM matrix attractiveness scores (AS) of 1 (inappropriate), 2 (acceptable), 3 (possibly appropriate), and 4 (exceptionally suitable). After that, we multiply the US score by each domestic and foreign strategic factor. When comparing options, choose the one with the highest overall appeal score. The three highest-scoring choices are: 2. Adds new attractions to The Le Hu Garden; 3. Develops third-party service facilitator integration techniques 3. Promote your content and promos on social media. Using social media to spread information and marketing is the most appealing choice, with a 2.85 appeal score. This plan optimizes Le Hu Garden's future strategy by achieving the company's vision, mission, and goals. It attempts to improve Le Hu Garden information and updates.

## CONCLUSION

Le Hu Garden is strategically located in quadrant II, or expand and build, according to the study's conclusions, which are based on the internal external matrix (IE) research. What this means is that the company needs a plan if it wants to grow and thrive. Drawing from the findings of the SWOT analysis, which stands for "Strengths, Weaknesses, Opportunities, and Threats," three separate approaches can be used to ensure the plan's full realization. When looking at major strategies using the quantitative strategic planning matrix (QSPM), the one with the highest attractiveness value of 2.58 is leveraging social media to spread the word and attract more people. Since the research is based on the present state of affairs at the organization, any changes to the internal and external strategic environmental factors will cause a reevaluation of the research's SWOT factors and their relative weighting and assessment. To keep tabs on their internal and external environments, businesses should formulate their strategies on a regular basis (e.g., once a year). It would be beneficial to be able to carry on with the research to the strategy evaluation stage, as this study has already covered the analysis of primary strategy selection using QSPM.

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