



**PRIMA TOURISM EDUCATION DEVELOPMENT STRATEGY
SELEMAK VILLAGE****Qaedina Tio Athira¹****Universitas Sumatera Utara, Medan, Indonesia****qaedinata@gmail.com****Rulianda Purnomo Wibowo^{2*}****Universitas Sumatera Utara, Medan, Indonesia****rulianda_wibowo@usu.ac.id****Meilita Tryana Sembiring^{3*}****Universitas Sumatera Utara, Medan, Indonesia****meilitatryanasembiring@usu.ac.id**

Abstract

The decline in the number of visitors to Prima Wisata Edukasi over the years has resulted in the village's income not meeting the expected targets. The main issues in this study are how to formulate an effective business strategy to increase village income through tourism management and how to implement this strategy to increase visitor numbers. This study aims to develop an appropriate business strategy and analyze its implementation at Prima Wisata Edukasi. The research employs a qualitative descriptive approach to gain an in-depth understanding of the dynamics in tourism management. Informants were selected using purposive sampling and included the Head of Mantar Village, the Chairman of BUMDES, community leaders, and tourists. Data were collected through in-depth interviews and direct observations, and then analyzed thematically. The findings reveal that the success of tourism destination management is influenced by interconnected internal and external factors. Strengths such as unique tourism offerings, diverse attractions, adequate facilities, affordable prices, and strategic location serve as key potentials supported by social media promotion. However, weaknesses include limited human resource competencies, insufficient promotion, and suboptimal facility maintenance procedures. Opportunities from family tourism trends and government support should be maximized, while challenges such as limited



access, disaster risks, and intense competition require mitigation strategies. Based on these findings, several implementation strategies are recommended, including strengthening educational partnerships, improving human resource competencies, optimizing promotions, and establishing facility maintenance procedures to enhance the competitiveness and sustainability of Prima Wisata Edukasi.

Keywords: Business Strategy, Tourism Destination, Tourist Visits



INTRODUCTION

Tourism is one of the strategic sectors that significantly contributes to national economic growth (Agustina, 2024; Toha et al, 2025). According to data from the Ministry of Tourism and Creative Economy, this sector contributes approximately 4% to the national Gross Domestic Product (GDP) and absorbs nearly 9% of the national workforce (Muhammad Ashoer et al., 2021). The government aims to increase this contribution to 8% of the GDP, highlighting the enormous potential of the tourism industry in supporting sustainable development, economic equity, and improving community welfare. Through the slogan *Wonderful Indonesia*, tourism promotion continues to be intensified to strengthen Indonesia's image as a world-class tourist destination.

Regionally, Deli Serdang Regency in North Sumatra Province holds significant tourism potential. The diversity of destinations—from natural attractions such as beaches, mountains, and waterfalls to artificial and educational tourism—positions this region as a strategic area for tourism development. According to Statistics Indonesia (BPS) of North Sumatra, international tourist arrivals in the province reached 197,015 visits in 2023, a growth of 164.46% compared to the previous year. This growth illustrates a great opportunity for further expansion and inclusive development of the tourism sector.

One of the emerging destinations being developed is *Prima Wisata Edukasi*, located in Selemak Village, Hamparan Perak Sub-district, Deli Serdang Regency. This destination represents an innovative village-based tourism initiative managed by the Village-Owned Enterprise (BUMDes). Its main objectives are to encourage village independence, increase local revenue, and



expand employment and business opportunities for the local community. Prima Wisata Edukasi offers a range of educational and agro-tourism experiences at very affordable prices, ranging from IDR 5,000 to IDR 20,000 per person.

Despite its promising concept, the destination has faced substantial challenges since its launch in 2020, particularly in terms of sustainability and management. The number of visitors and revenue has seen a significant decline year after year. In 2021, the destination recorded 74,260 visitors with a revenue of IDR 358 million. However, in 2023, this dropped dramatically to only 19,306 visitors with revenue of just IDR 58 million. The annual revenue target of IDR 250 million has not been achieved. This trend strongly indicates suboptimal management and calls for a more strategic approach to revitalization.

Several contributing factors to this decline include an unstrategic location, limited infrastructure and road access, lack of innovation in promotion and services, and the absence of integrated planning that aligns local potential with market-driven strategies. In the tourism industry, the elements of attractions, accessibility, and amenities are crucial in determining the success of a destination.

Furthermore, in today's digital era, destination management must also address the declining human touch in services caused by rapid technological development. Therefore, tourism managers and stakeholders need to develop competitive and sustainable destination management strategies. These strategies should include strengthening local value chains, managing social and environmental impacts, and empowering communities through educational tourism initiatives that promote environmental and cultural preservation.



Based on these issues, this research aims to thoroughly analyze the development strategy for *Prima Wisata Edukasi* in Selemak Village. The findings are expected to provide practical recommendations for the village government, BUMDes managers, and other stakeholders in improving the competitiveness and sustainability of community-based educational tourism destinations in rural areas.

LITERATURE REVIEW

Tourism Potential and Economic Impact

Tourism holds great potential for driving economic growth, as it creates multiplier effects in sectors such as transportation, accommodation, food, and entertainment (Yoeti, 1996). Inskeep (1991) explains that tourism attracts investment, creates jobs, and expands local economies. It also helps foster intercultural understanding and can improve the quality of life for local communities.

However, Pendit (1999) highlights that tourism can also cause negative impacts, including environmental degradation and shifts in social values that are not always easy to measure. Therefore, tourism development must be approached carefully to ensure that benefits outweigh the drawbacks. Each area responds differently to tourism, so strategies should match local characteristics.

Tourism Resources

Tourism resources include all natural, cultural, and man-made assets that can be developed as attractions (Marpaung, 2002). According to Spillane (1994), these resources have no real economic value until they are managed and used



for tourism. For that reason, tourism development should consider the aesthetic, social, and economic value of each resource.

Good management can ensure long-term benefits for both the industry and the local community. Proper planning is key to making tourism both attractive and sustainable.

Natural Resources in Tourism

Natural beauty such as mountains, beaches, lakes, and forests is are major attraction for nature-based tourism (Yoeti, 1996). Tourists enjoy outdoor experiences and seek relaxation in scenic environments. Inskip (1991) notes that landscapes, biodiversity, and geological features are crucial for sustainable tourism.

Nature tourism offers visitors a unique experience and builds a connection with the environment. However, it requires careful management to ensure the natural environment remains preserved.

Human Resources in Tourism

Human resources are vital in tourism because they directly interact with visitors (Marpaung, 2002). Workers include tour guides, hotel staff, culinary professionals, and more. Spillane (1994) emphasizes that service quality depends greatly on the skills and attitudes of tourism personnel.

Ongoing training and education are essential to meet tourist expectations. When managed well, the tourism workforce can increase income and improve local livelihoods.

Cultural Resources in Tourism

Local culture including traditions, performances, crafts, and cuisine is a powerful attraction for tourists (Pendit, 1999). Yoeti (1996) states that cultural



tourism offers educational experiences and enriches visitors' understanding of local life. Festivals, traditional ceremonies, and heritage sites are important parts of the experience.

Spillane (1994) suggests that interactions between tourists and locals can strengthen cultural identity, especially when communities are actively involved in managing tourism.

Facilities and Infrastructure in Tourism

Tourism facilities and infrastructure affect how comfortable and satisfied tourists feel. Facilities include accommodation, restaurants, and leisure venues, while infrastructure refers to roads, utilities, and communication systems (Inskeep, 1991). Marpaung (2002) explains that good infrastructure improves accessibility and enhances the overall tourism experience. Well-developed infrastructure shows that a destination is ready to host visitors. It also helps boost the local economy by increasing the destination's appeal.

Tourist Destinations

Tourist destinations are places with unique attractions that draw visitors (Yoeti, 1996). Pendit (1999) describes destinations as a combination of attractions, facilities, accessibility, and friendly communities. Successful destinations offer both comfort and memorable experiences.

Inskeep (1991) points out that destination success depends on government support, community involvement, and proper planning. Professional destination management increases visitor satisfaction and encourages return visits.

RESEARCH METHOD



This study uses quantitative research methods. This study is causal in nature. This study adopts a qualitative descriptive approach to explore tourism development efforts at Prima Wisata Edukasi in Selemak Village, Hamparan Perak Subdistrict. The research was conducted from August 2023 to May 2024, focusing on understanding social realities through observations, interviews, and documentation.

Primary data were obtained directly from key informants, including the Village Head, Head of BUMDes, community figures, and visitors. These individuals were selected using purposive sampling based on their knowledge and involvement in the tourism development process. Secondary data came from relevant documents, photographs, videos, and official records that support the research findings.

Data collection techniques included participatory observation, in-depth interviews, and documentation. Observation allowed the researcher to actively engage and understand the dynamics of tourism activities. Interviews were conducted using open-ended questions to obtain both factual information and personal perspectives from informants. Documentation involved gathering various written and visual materials related to tourism development at the site.

To analyze the data, a SWOT analysis was used to identify internal strengths and weaknesses, as well as external opportunities and threats that influence tourism growth in the area. This analysis served as the foundation for strategy formulation, which was further refined using the TOWS matrix. The TOWS matrix provided four strategic alternatives: leveraging strengths to capitalize on opportunities (SO), addressing weaknesses through opportunities



(WO), using strengths to overcome threats (ST), and minimizing weaknesses to avoid threats (WT).

To determine the most appropriate and impactful strategies, the Quantitative Strategic Planning Matrix (QSPM) was employed. This tool helped evaluate and prioritize alternative strategies based on the relative attractiveness of internal and external factors, ensuring that the selected strategies align with the local context and development goals.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1.
Respondent Characteristics

No	Informant Name	Position/Status	Information
1	Rohmad	Head of Selemak Village	Village leaders play an important role in village policy and management.
2	Rizky Ananda	Chairman of BUMDes	The main manager of the Village-Owned Enterprise is responsible for educational tourism.
3	Lily Suheri	Public figure	A respected figure who is considered to have insight and influence in the village social environment.
4	Ershad	Traveler	Educational tourism visitors provide a perspective as service users.
5	Mimi	Traveler	Tourists also provide views and experiences during their visits.
6	Taufiq	Traveler	One of the visitors can provide input on the quality of tourism services.



In this study, the informant determination technique uses a purposive sampling approach, which is a method of sampling data sources based on certain considerations. These considerations include the strategic role of informants in management, social influence, and direct involvement in the object being studied. This technique was chosen so that the information obtained is in-depth and relevant to the topic being studied.

The researcher involved six informants with diverse backgrounds, but relevant to the focus of the research. The first informant is the Head of Mantar Village, namely Rohmad, who has a central role in policy making and village development, including in the tourism sector. The second informant is Rizky Ananda, as the Head of BUMDes, who plays a role in planning and managing educational tourism operations in Selemak Village.

Furthermore, Lilik Suheri, a community figure, was involved because he influences the social environment and has a deep understanding of the dynamics of village society. To describe the experiences and perceptions of visitors, three tourists, namely Irsyad, Mimi, and Taufik, were chosen as informants. They represent the voices of consumers who can provide evaluations of the services and tourist attractions offered.

The combination of informants who have structural, social, and consumer roles is expected to provide a comprehensive picture of the development and management strategies of tourist villages, as well as the perceptions of the community and visitors towards them.

The Input Stage

At the Input Stage in the development strategy preparation of Prima Wisata Edukasi Desa Selemak, 23 strategic factors were obtained from



distributing questionnaires to relevant stakeholders. These factors consist of 7 strengths, 6 weaknesses, 5 opportunities, and 5 threats that affect the management and sustainability of educational tourism in Selemak Village. To verify and deepen the initial findings, a focus group discussion (FGD) was conducted with community leaders, BUMDes managers, village government representatives, and visitors.

The results of the FGD confirmed that open communication between managers and the community and the provision of training for tourism actors are two main strengths that are social capital in the development of tourism villages. On the other hand, the unclear direction of long-term development and the lack of a reward system for local actors are major weaknesses that must be addressed immediately.

As for the external side, the opportunity for digitalization of tourism promotion and increasing the trend of educational tourism is a great potential that can be utilized. However, the uncertainty of cooperation regulations and increasing competition between village tourism destinations are threats that should be anticipated.

All of these findings were then used to refine the preparation of the IFE (Internal Factor Evaluation) Matrix and the EFE (External Factor Evaluation) Matrix as a basis for formulating a more adaptive strategy that is oriented towards empowerment and sustainability of Prima Wisata Edukasi Desa Selemak.

1. Strengths

- a. Interesting and unique tourism (S1)
- b. Variety of rides available (S2)



- c. Adequate facilities (S3)
- d. Various photo spots (S4)
- e. Cheap entrance and game ticket prices (S5)
- f. Tourist locations not far from Medan City (S6)
- g. Social media as a supporting promotional activity (S7)

2. Weaknesses

- a. Lack of competent HR (Human Resources) (W1)
- b. The profits generated are less than optimal (W2)
- c. Lack of capital (W3)
- d. Promotional activities are still lacking (W4)
- e. Lack of events in tourism (W5)
- f. Maintenance procedures for facilities do not yet exist (W6)

3. Opportunities

- a. Full government support (O1)
- b. Cooperate with schools or agencies as business partners (O2)
- c. Family travel trend on the rise (O3)
- d. Quite high market share (O4)
- e. Large area (O5)

4. Threats

- a. Inadequate road access (T1)
- b. Vulnerable to sudden natural disasters (T2)
- c. Many competitors with almost the same tourism concept (T3)
- d. There is no public transportation directly to the location (T4)
- e. Inaccurate directional signs and Google Maps (T5)



A total of 23 internal and external factors are input for the IFE matrix and EFE matrix. A total of 7 strengths and 6 weaknesses are input in the IFE matrix, while 5 opportunities and 5 threats are input in the EFE matrix.

Table 2. IFE Matrix Results

No	Internal Factors	Weight	Rating	Score
	Strength			
1	Interesting and unique tourism (S1)	0.08	4	0.32
2	A variety of rides are available (S2)	0.08	4	0.32
3	Adequate facilities (S3)	0.07	3	0.21
4	Various photo spots (S4)	0.07	3	0.21
5	Cheap entrance and game ticket prices (S5)	0.09	4	0.36
6	Tourist location not far from Medan city (S6)	0.07	3	0.21
7	Social media as a supporting promotional activity (S7)	0.08	3	0.24
Total Strength		0.54		1.87
No	Weakness	Weight	Rating	Score
1	Lack of competent HR (Human Resources) (W1)	0.08	3	0.24
2	The profits generated are less than optimal (W2)	0.06	2	0.12
3	Lack of capital (W3)	0.06	2	0.12
4	Promotional activities are still lacking (W4)	0.07	3	0.21
5	Lack of events in tourism (W5)	0.08	3	0.24
6	Maintenance procedures for facilities do not yet exist (W6)	0.06	2	0.12
Total Weakness		0.41		1.05
Total IFAS		0.95		2.92



In Table 2, which displays the IFE (Internal Factor Evaluation) Matrix, there are 7 factors categorized as strengths and 6 factors categorized as weaknesses.

The Weight column for each factor is obtained by dividing the sum of the scores for each factor by the total weight of the internal factors (i.e. 0.95). For example, for the factor “Interesting and unique tourism (S1)” the weight is 0.08. This means that this factor contributes about 8% to the overall internal strengths and weaknesses analyzed.

The Rating column shows the evaluation value of each factor based on the average perception of respondents. For example, in the factor “Interesting and unique tourism (S1)”, the rating is 4, which indicates that this factor is considered very strong by respondents.

The Score column is obtained from the multiplication of weight and rating. For example, for the factor "Interesting and unique tourism (S1)" with a weight of 0.08 and a rating of 4, the score obtained is: $0.08 \times 4 = 0.32$ The same calculation applies to all factors, both strengths and weaknesses.

The total score calculation result of all strength factors is 1.87, while the weakness is 1.05. Thus, the total score of the IFE Matrix is: **1.87 (strength) + 1.05 (weakness) = 2.92**

The total score of 2.92 indicates that internally the object being analyzed is in a fairly strong position, because it is above the average of 2.5. This value will then be input on the X-axis in the IE (Internal-External) Matrix used in Stage 2: The Matching Stage, to design the right strategy.

Table 3.
IFE Matrix Results



No	External Factors	Weight	Rating	Score
	Opportunity			
1	Full government support (O1)	0.08	3	0.24
2	Cooperate with schools or agencies as business partners (O2)	0.09	4	0.36
3	Family travel trend on the rise (O3)	0.07	3	0.21
4	Quite high market share (O4)	0.10	4	0.4
5	Large area (O5)	0.11	4	0.44
Total Opportunities		0.45		1.65
No	Threat	Weight	Rating	Score
1	Inadequate road access (T1)	0.11	4	0.44
2	Vulnerable to sudden natural disasters (T2)	0.10	4	0.4
3	Many competitors with almost the same tourism concept (T3)	0.10	4	0.4
4	There is no public transportation directly to the location (T4)	0.09	3	0.27
5	Inaccurate directional signs and Google Maps (T5)	0.09	3	0.27
Total Threat		0.49		1.78
Total EFAS		0.94		3.43

In Table 3. which displays the EFE (External Factor Evaluation) Matrix, there are 5 factors categorized as opportunities and 5 factors categorized as threats.

The Weight column is obtained by dividing the value of each factor by the total weight of all external factors, which is 0.94. For example, in the factor "Full government support" the weight obtained is 0.08, which indicates a contribution of 8% of all external factors.



The Rating column reflects the respondents' perception of the level of influence of each external factor, on a scale of 1 to 4. For example, for the factor

"Collaborating with schools or agencies as business partners" the rating is 4, which indicates that this factor is considered to have a very large opportunity by the respondents. The Score column is obtained from the multiplication of Weight and Rating. For example, for the factor "Cooperating with schools or agencies as business partners", with a weight of 0.09 and a rating of 4, the score is: $0.09 \times 4 = 0.36$.

This calculation is applied consistently to all factors. The total score of all opportunity factors is 1.65, while the threat is 1.78. Thus, the total score of the EFE Matrix is:

$$1.65 \text{ (opportunity)} + 1.78 \text{ (threat)} = 3.43$$

The total score of 3.43 indicates that the object being analyzed is in a very responsive condition to external opportunities and is quite good at dealing with threats. This value will be input on the Y axis in the IE (Internal-External) Matrix, which is used in Stage 2: The Matching Stage to determine the most appropriate strategy.

The Matching Stage

In the second stage, namely the Matching Stage, an IE Matrix is prepared, which is useful for determining the direction of the organization's strategy, whether it is necessary to adopt a new strategy, maintain an existing strategy, or make the strategy currently being implemented more efficient. In addition, at this stage, a SWOT quadrant is also prepared, which has a similar function to the IE Matrix, namely as a tool in determining strategic choices such as progressive strategies, diversification, strategic changes, or defensive strategies.



The resulting IE Matrix is shown in Figure 1. In this matrix, the x-axis value comes from the total IFE Matrix score of 0.82, while the y-axis value is taken from the total EFE Matrix score of -0.13.

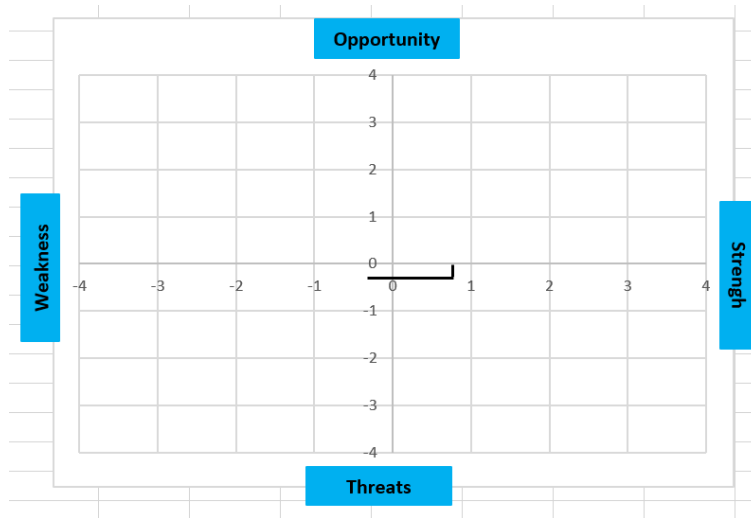


Figure 1. IE Matrix Results

Table 4. SWOT Matrix Results

Table with 3 columns: IFAS, (Strength), and (Weakness). The IFAS column contains a diagonal line and the text 'EFAS'. The Strength column lists S1-S7, and the Weakness column lists W1-W6.



	(SO)	(WO)
<p>(Opportunity) O1: Government support O2: Cooperation with school/agency O3: Family travel trends increase O4: High market share O5: Large area</p>	<p>1. Increasing tourism appeal by expanding cooperation with schools and agencies as educational and tourism promotion partners. (S2, S4, O2)</p> <p>2. Optimizing digital promotion through social media to reach a wide market share with the support of the increasing trend of family tourism. (S3, S7, O3, O4)</p> <p>3. Utilizing the vast tourist area to develop new, unique and varied rides to attract more visitors with the support of the local government. (S1, S2, O1, O5)</p>	<p>1. Overcoming the lack of HR competency and minimal promotion by collaborating with schools/agencies for training and internships, as well as utilizing government support to develop marketing strategies that target family tourism trends. (W1, W4, W5, O1, O2, O3)</p> <p>2. Developing various interesting events in large tourist areas to attract visitors, while increasing profits by reaching a high market share through strategic cooperation with agencies and promotional support from the government. (W2, W5, W4, O1, O2, O4, O5)</p> <p>3. Addressing the lack of capital and the absence of facility maintenance</p>



		<p>procedures through synergy with business partners or the government, while utilizing the potential of the vast area and the trend of family tourism to encourage investment and the development of more structured services. (W3, W6, O1, O2, O3, O5)</p>
<p>(Threats) T1: Road access is not available adequate T2: Vulnerable to natural disasters T3: Many competitors similar T4: None public transport direct Q5: Directions and Google Maps are not accurate</p>	<p>(ST)</p>	<p>(WT)</p>
	<p>1. Maximizing the uniqueness of tourism, the diversity of rides, and interesting photo spots to attract visitors despite inadequate road access and high competition from similar tourist attractions. (S1, S2, S4, T1, T3) 2. Optimizing promotion through social media and ease of access from Medan City to overcome the obstacles of the absence of direct public transportation and inaccurate directions. (S6, S7, T4, T5)</p>	<p>1. Conducting HR training and establishing facility maintenance procedures to deal with vulnerability to disasters and pressure from many similar tourism competitors. (W1, W6, T2, T3) 2. Optimizing promotional activities and providing accurate information to overcome the limitations of public transportation and the lack of directions and accuracy of Google</p>



		Maps. (W4, T4, T5)
--	--	-----------------------

In Table 4.4, it can be seen that there are 3 SO strategies, 3 WO strategies, 2 ST strategies, and 2 WT strategies, so that 10 new strategies are obtained. All of these new strategies will be input in the next stage in the QSPM matrix.

The Decision Stage

In the final stage, namely The Decision Stage, a quantitative analysis is carried out using the Quantitative Strategic Planning Matrix (QSPM) to determine the most feasible strategy to implement. This stage involves calculating the Attractiveness Score (AS) obtained from a questionnaire containing respondents' assessments of 10 new strategies based on each internal and external factor.

Next, the Total Attractiveness Score (TAS) is calculated by multiplying the AS by the weights determined in the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrices. TAS shows the level of attractiveness of each strategy in dealing with the company's internal and external conditions.

Through this analysis, the strategy with the highest TAS value is considered the most optimal to implement because it has the greatest potential to support the company's growth and competitiveness. The final results of the QSPM are presented in Table 4.4, which is the basis for strategic decision-making to ensure the company's effectiveness and sustainability in the future.



Table 5.
QSPM

No	Kode Faktor	Bobot	(S2, S4, O2)		(S3, S7, O3, O4)		(S1, S2, O1, O5)		(W1, W4, W5, O1, O2, O3)		(W2, W5, W4, O1, O2, O4, O5)		(W3, W6, O1, O2, O3, O5)		(S1, S2, S4, T1, T3)		(S6, S7, T4, T5)		(W1, W6, T2, T3)		(W4, T4, T5)	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	S1	0.08	3	0.24	4	0.32	2	0.16	2	0.16	4	0.32	2	0.16	2	0.16	2	0.16	2	0.16	1	0.08
2	S2	0.08	4	0.32	3	0.24	3	0.24	3	0.24	4	0.32	4	0.32	3	0.24	3	0.24	2	0.16	2	0.16
3	S3	0.07	2	0.14	2	0.14	4	0.28	4	0.28	3	0.21	4	0.28	4	0.28	2	0.14	2	0.14	3	0.21
4	S4	0.07	3	0.21	4	0.28	3	0.21	3	0.21	4	0.28	2	0.14	2	0.14	2	0.14	2	0.14	4	0.28
5	S5	0.09	3	0.27	4	0.36	3	0.27	4	0.36	4	0.36	3	0.27	3	0.27	3	0.27	3	0.27	3	0.27
6	S6	0.07	1	0.07	3	0.21	4	0.28	4	0.28	2	0.14	4	0.28	4	0.28	4	0.28	4	0.28	4	0.28
7	S7	0.08	4	0.32	4	0.32	1	0.08	3	0.24	4	0.32	3	0.24	3	0.24	3	0.24	3	0.24	5	0.40
8	W1	0.08	1	0.08	1	0.08	3	0.24	1	0.08	3	0.24	2	0.16	1	0.08	1	0.08	3	0.24	1	0.08
9	W2	0.06	3	0.18	3	0.18	2	0.12	3	0.18	3	0.18	3	0.18	3	0.18	4	0.24	1	0.06	3	0.18
10	W3	0.06	2	0.12	2	0.12	4	0.24	2	0.12	1	0.06	4	0.24	2	0.12	3	0.18	2	0.12	2	0.12
11	W4	0.07	1	0.07	4	0.28	3	0.21	2	0.14	3	0.21	2	0.14	1	0.07	3	0.21	4	0.28	3	0.21
12	W5	0.08	3	0.24	2	0.16	4	0.32	3	0.24	3	0.24	4	0.32	4	0.32	3	0.24	4	0.32	4	0.32
13	W6	0.06	2	0.12	4	0.24	4	0.24	4	0.24	4	0.24	4	0.24	4	0.24	4	0.24	4	0.24	4	0.24
14	O1	0.08	2	0.16	2	0.16	3	0.24	1	0.08	3	0.24	4	0.32	2	0.16	3	0.24	3	0.24	3	0.24
15	O2	0.09	4	0.36	4	0.36	3	0.27	2	0.18	4	0.36	3	0.27	4	0.36	1	0.09	4	0.36	4	0.36
16	O3	0.07	2	0.14	2	0.14	4	0.28	4	0.28	2	0.14	3	0.21	2	0.14	1	0.07	2	0.14	2	0.14
17	O4	0.10	3	0.30	3	0.30	3	0.30	4	0.40	3	0.30	4	0.40	3	0.30	3	0.30	4	0.40	4	0.40
18	O5	0.11	4	0.44	4	0.44	3	0.33	1	0.11	3	0.33	4	0.44	4	0.44	2	0.22	4	0.44	2	0.22
19	T1	0.11	3	0.33	3	0.33	3	0.33	3	0.33	1	0.11	2	0.22	4	0.44	3	0.33	3	0.33	4	0.44
20	T2	0.10	4	0.40	4	0.40	4	0.40	4	0.40	2	0.20	3	0.30	1	0.10	4	0.40	3	0.30	3	0.30
21	T3	0.10	2	0.20	2	0.20	3	0.30	2	0.20	2	0.20	4	0.40	4	0.40	1	0.10	4	0.40	4	0.40
22	T4	0.09	3	0.27	4	0.36	2	0.18	3	0.27	1	0.09	2	0.18	3	0.27	2	0.18	4	0.36	2	0.18
23	T5	0.09	2	0.18	4	0.36	3	0.27	1	0.09	4	0.36	3	0.27	2	0.18	4	0.36	1	0.09	3	0.27
TOTAL		1.89	61.00	5.16	72.00	5.98	71.00	5.79	63.00	5.11	67.00	5.45	73.00	5.98	65.00	5.41	61.00	4.95	68.00	5.71	70.00	5.78

Next, the strategies are ranked based on the total TAS value, so that a ranking is obtained as shown in Table 4.5.

Table 6.
QSPM Ranking Results

Rank	Strategy Code	Strategy	Total Bag Value
1	(S3, S7, O3, O4)	Optimizing digital promotion through social media to reach a wide market share with the support of the increasing trend of family tourism.	5,980
2	(W3, W6, O1, O2, O3, O5)	Addressing the lack of capital and the absence of facility maintenance procedures through synergy with business partners or the government,	5,980



		while utilizing the potential of the vast area and the trend of family tourism to encourage investment and the development of more structured services.	
3	(S1, S2, O1, O5)	Utilizing the vast tourist area to develop new, unique and varied rides to attract more visitors with the support of the local government.	5,790
4	(W4, T4, T5)	Optimizing promotional activities and providing accurate information to overcome the limitations of public transportation and the lack of directions and accuracy of Google Maps.	5,780
5	(W1, W6, T2, T3)	Conducting HR training and establishing facility maintenance procedures to deal with vulnerability to disasters and pressure from many similar tourism competitors.	5,710
6	(W2, W5, W4, O1, O2, O4, O5)	Developing various interesting events in large tourist areas to attract visitors, while increasing profits by reaching a high market share through strategic cooperation with agencies and promotional support from the government.	5,450
7	(S1, S2, S4, T1, T3)	Maximizing the uniqueness of tourism, the diversity of rides, and interesting photo spots to attract visitors despite inadequate road access and high competition from similar tourist	5.410



		attractions.	
8	(S2, S4, O2)	Increasing tourism appeal by expanding cooperation with schools and agencies as educational and tourism promotion partners.	5.160
9	W1, W4, W5, O1, O2, O3)	Overcoming the lack of HR competency and minimal promotion by collaborating with schools/agencies for training and internships, as well as utilizing government support to develop marketing strategies that target family tourism trends.	5.110
10	(S6, S7, T4, T5)	Optimizing promotion through social media and ease of access from Medan City to overcome the obstacles of the absence of direct public transportation and inaccurate directions.	4.950

CONCLUSION

Based on the research findings, the success of tourism destination management is influenced by a combination of internal strengths and weaknesses, as well as external opportunities and threats. Key strengths such as unique attractions, a variety of rides, adequate facilities, affordable prices, and strategic locations serve as strong assets in attracting visitors, especially with the support of social media as an effective promotional tool. However, internal weaknesses like limited human resource competence, minimal promotional efforts, and the absence of facility maintenance procedures present notable challenges that need to be addressed. Meanwhile, external opportunities such as the rising trend of family tourism, government support,



and the potential for partnerships with various stakeholders should be optimized. On the other hand, challenges like poor road access, disaster risks, and high competition demand appropriate mitigation strategies.

To enhance destination management, several strategies can be applied. The SO (Strength-Opportunity) strategy focuses on enhancing tourism appeal through partnerships with schools and institutions as promotional and educational partners. The WO (Weakness-Opportunity) strategy involves addressing HR competency gaps and weak promotion by implementing training programs and leveraging government support for more effective marketing. The ST (Strength-Threat) strategy aims to maintain tourist interest by maximizing the uniqueness of attractions, despite limited access and competition. Lastly, the WT (Weakness-Threat) strategy emphasizes HR development and establishing facility maintenance procedures to mitigate disaster risks and stay competitive.

REFERENCES

- Article 157 of Law No. 32 of 2004 concerning Regional Government.
- Agustina, A. (2024). The Influence of Tourism Object Reconstruction and Tourist Visits on the Welfare of Mataram City Communities. *Majapahit Journal of Islamic Finance and Management*, 4(1), 56–68. <https://doi.org/10.31538/mjifm.v4i1.57>
- Asworowati, R., & Widarjono, A. (2016). The influence of the tourism sector on the economy.
- Central Statistics Agency of North Sumatra (BPS Sumut). (nd). Publication and statistical data. <https://sumut.bps.go.id>
- David, FR, & David, FR (2017). Strategic management: A competitive advantage approach (15th ed.). Pearson.



- Davidson, R., & Maitland, R. (1997). *Tourism destinations*. London: Hodder & Stoughton.
- Eddyona, F. (2021). *Management of East Java tourism destinations*. Uwais Inspiration Indonesia.
- Ethika, TD (2016). Development of culture-based tourism based on Law No. 10 of 2009 in Sleman Regency. *Journal of Legal Studies*, 1(2).
- Kadek Sumiasih. (2018). The role of BUMDes in managing the tourism sector (Study in Pakseballi Village, Klungkung Regency). *Udayana Master Law Journal*, 7(2), 566–567.
- Law of the Republic of Indonesia Number 10 of 2009 concerning Tourism.
- Lestari, D., & Supriyadi, A. (2020). *The Influence of Service Quality on Visitor Satisfaction at Tourist Destinations*. Jakarta: Andalas Publisher.
- Maslow, A.H. (1954). *Motivation and personality*. Harper and Row Publishers.
- Nugroho, R., & Wahyuni, S. (2021). *Human Resource Management in the Tourism Industry*. Yogyakarta: Gava Media.
- Prasetya, A., & Hidayat, M. (2022). *Sustainable Tourism Development Strategy in Indonesia*. Bandung: Alfabeta.
- Rangkuti, F. (2015). *SWOT Analysis: Dissecting Business Cases*. Jakarta: Gramedia Pustaka Utama.
- Setiawan, RI (2016). Human resource development in tourism: The perspective of tourism potential in developing regions. *Journal of Applied Management (Penataran)*, 1(1), 23–35.
- Soekadijo, RG (2012). *Anatomy of tourism*. Jakarta: Gramedia Pustaka Utama.
- Susanti, R., & Gunawan, B. (2023). *Service Innovation and Its Influence on the Competitiveness of Tourism Destinations*. Surabaya: Laksana.
- Suwantoro, G. (2004). *The basics of tourism*. Yogyakarta: Andi.
- Tjiptadi, M. (2008). *Marketing concepts and marketing management processes*. Module 1, 1–41.
- Toha, M., Zuana, M. M. M., & Isbahi, M. B. (2025). Acculturation of Mataraman Local Wisdom with Islamic Values: Implications for Social and Economic Development. *Danadyaksa: Post Modern Economy Journal*, 2(1), 33–47. <https://doi.org/10.69965/danadyaksa.v2i1.143>
- Yoeti, OA (2007). *Introduction to tourism science*. Jakarta: Angkasa Publisher.



Yuliani, N., & Ramadhan, D. (2021). Family Tourism Trends and Their Impact on MSMEs Around Tourist Destinations. Semarang: UPT Penerbit Universitas.