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# Determining Strategic Decision at Jenggala Lestari Using TOWS-AHP to Develop Marketing Strategy

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**ABSTRACT** *: Jenggala Lestari, established in 2020, faced a significant revenue decline in the third quarter of 2023 despite an overall increase in tourist visits to Bandung. This study utilized the TOWS-AHP methodology to identify and address the root causes of the revenue decline. The SWOT analysis highlighted strengths such as diverse activities, strategic location, and sustainability commitment, but also identified weaknesses like high operational costs and lack of online presence. The TOWS matrix developed strategic alternatives, with "Invest in Digital Marketing" (WO3) emerging as the optimal strategy. This involves creating an official website, enhancing social media presence, and partnering with online booking platforms to increase brand awareness, attract more visitors, and ultimately boost revenue. This comprehensive approach ensures that the proposed strategies are feasible and aligned with the company's strengths and market opportunities.*

**KEYWORDS –** *SWOT Analysis, TOWS Matrix Analysis, Analytical Hierarchy Process (AHP), Tourism, Eco-tourism.*

## I. INTRODUCTION

The tourism sector in Indonesia is one of the industrial sectors that plays a vital role in Indonesia's gross domestic income. With its unique ethnic-cultural and regional diversity, Indonesia has its own attraction for local and foreign tourists. According to a report from the Badan Pusat Statistika (BPS), the tourism sector in Indonesia is starting to recover after experiencing the COVID-19 pandemic in 2020. Even though it has not yet fully recovered, the tourism sector has returned to being one of the industrial sectors that plays a role in Indonesia's gross domestic income (Badan Pusat Statistik, 2023).

With the lifting of Pembatasan Sosial Berskala Besar (PSBB) in mid-2020, the mobility of Indonesian people began to recover. As a result of the restrictions imposed during COVID-19, after lifting the PSBB period, many Indonesians flocked to travel outside the region to carry out holiday activities with friends as well as family. According to data from Badan Pusat Statistika (BPS) Nasional, there is a significant increase in tourist visits to West Java province, where there are a total of 47,351,672 visits in 2021, 73,698,406 visits in 2022, and there are 89,002,825 visits in 2023, also data from Badan Pusat Statistika (BPS) Nasional shows that, the city of Bandung is one of the most popular cities for visitors to travel to. The city of Bandung is one of the cities in West Java with the highest number of tourist visits in 2023 with a total number of visitors of 14,521,385 visitors (Badan Pusat Statisik Provinsi Jawa Barat, 2023a, 2023b).

Jenggala Lestari, is a new company established from 2020 and operating in the tourism sector, especially in the construct and manage of tourist complexes, sees an opportunity to build a tourist complex that provides diverse activities and a variety of accommodations for visitors. Jenggala Lestari's mission is to create a tourist complex by collaborating with the Ecological-Network vision. The ecological network itself is taken from a word in the field of biology, which means the connections and interactions between various ecosystem components, including living organisms, species, and environmental elements such as water, soil, and climate.

Jenggala Lestari's first project is constructing a tourist complex in the Gambung area, Pasir Jambu, Ciwidey, Bandung Regency, West Java. By bringing the Gambung Ecological Network (GEN) theme. It is hoped that the GEN concept can provide a different experience for visitors where interactions between staff, visitors, and the ecosystem in the tourism complex area can be established, which, in the end, interactions and connections between visitors and the ecosystem around the tourist area can provide new impressions and memorable experiences.

Jenggala Lestari created the Gambung Ecological Network project to provide more insight and education regarding the importance of preserving the environment around the tourism complex and becoming a major regional destination. To achieve this goal, Jenggala Lestari has three visions promoted by Jenggala Lestari: Conservation, Wellness, and Education.

Unfortunately, Jenggala Lestari has a problem where there is a decrease in total revenue this problem occur from several business lines that cannot contribute to the business process of Jenggala Lestari. This decline in revenue starts from the 3rd quarter of 2023. So, this is in direct contrast to the increase in the number of

tourists visiting Bandung City in 2023. This problem is a question for companies as to why there is a continuous decline in revenue while the number of tourists visiting Bandung City continues to increase. So, companies need analysis to improve company strategy and restore company revenue so that the company can sustain and continue to grow.

## II. LITERATURE REVIEW

### 1. Tourism Development

Tourism development was first developed in 1970 when the International Union highlighted sustainable development for the Conservation of Nature and Natural Resources (IUCN, 1980) Sustainable development was first put forward in the Brundtland Commission Report, which stated that 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (WCED, 1987).

In tourism itself, there are a multitude of definitions for sustainability and sustainable development (Butler, 1999). The World Tourism Organization defines sustainable development as follows:

Sustainable tourism development preserves and expands prospects for the future while catering to the requirements of current visitors and host communities. It is intended to result in the management of all resources in a way that preserves biological diversity, vital ecological processes, cultural integrity, and life support systems while meeting the needs of the economic, social, and artistic domains.

Four incentives for social change can encourage the success of sustainability in the tourism sector, namely:

a. Dissatisfaction with the product/service provided;
b. Foster environmental and cultural awareness;
c. Highlight the valuable resources you have;
d. Change in attitude of developers and operators of tours.

To produce the objectives of the desire for sustainable development in the tourism sector, it is necessary to meet the needs of the host population in terms of improved living standards for both the short and long time, satisfying the demand of a growing number of tourists, and protecting the ecosystem and natural environment to achieve the two previous goals (Carter, 1993).

And surrounding communities, as well as sustaining resources and the surrounding environment so they can be used sustainably. The growth of the tourism industry is also strongly driven by supply and demand, so the supply of tourism services can be one-factor driving visitor demand. Supply and order must be balanced if you want to carry out long-term development. In this case, the factors that must be highlighted are range, quality, quantity, and price, regardless of what is offered initially (Liu, 2003).

### 2. SWOT Analysis

SWOT analysis is a method of strategic planning and management that proposed by Albert Humprey in early 1960s (Hill & Westbrook, 1997). SWOT analysis represents four component that need to be analyses: Strengths, Weaknesses, Opportunities, and Threats (GÜREL & AKKOÇ, 2011) Strengths are components that give advantages of one object compared to other, Weaknesses are components that highlighted disadvantage of one object compared to other, Opportunities are the variable that can pushed strength to be more powerful, and threats are the variable that can cause problems. Strength (S) and Weakness (W) are considered as internal factors while Opportunities (O) and Threats (T) are considered as external factors (Minsky & Aron, 2021).

Good fit techniques were designed and implemented in response to both internal and external influences. The Strength-Opportunity (SO), Weaknesses-Opportunity (WO), Strength-Threat (ST), and Weaknesses-Threat (WT) technique were used to build the TOWS Matrix (Sahani, 2021). In Strength-Opportunity (SO) strategy, strength is used to maximize the opportunity; in Weaknesses-Opportunity (WO) strategy, weaknesses are reduce to develop the opportunity; in Strength-Threat (ST) strategy, strength is used to minimize the threat; and Weaknesses-Threat (WT) strategy is used to avoid both weaknesses and threats (Baudino et al., 2017; Datta, 2020) Thus systematic thinking and factor diagnostic done by SWOT analysis method is used to create TOWS matrix analysis strategy.

### 3. Decision-making

Decision-making is a technique used to select two or more alternatives. When making decisions, criteria are needed that can be used as considerations, such as:

a. Define the problem
b. Identify criteria
c. Weight the criteria
d. Generate alternatives
e. Rate each alternative

f. Compute the optimal decision

These criteria can be used to find optimal alternatives, and these criteria can produce rational thinking so that decision-makers can carry out calculations and considerations regarding alternative solutions to be taken (Bazerman & Moore, 2013).

The method that is often used in completing decision-making is the multi-criteria decision-making method (MCDM). Multi-criteria decision-making can be used in many problems in determining decision-making because this method usually considers things such as value-based methods, outranking methods, and goal-based methods (Carra et al., 2023).

Value-based methods consider some or all of the attributes that contribute to the calculation factors. Therefore, this method has several calculations that can be used, such as Simple Additive Weighting (SAW), Analytic Hierarchy Process (AHP), and Multi-Attribute Utility Theory (MAUT). (Broniewicz & Ogrodnik, 2020).

The outranking method is the most practical method in MCDM to use, where this method compares other alternatives by doing aggregated. The outranking process will provide the best alternative results from other options from these aggregated results. However, the weakness of this method is that this method does not calculate standard scales or unit criteria, which means this method does not provide precise results (Broniewicz & Ogrodnik, 2020).

The goal-based method provides the desired or ideal solution for all existing alternatives by determining the standard deviation so that the results are alternatives close to the perfect ones. This method has two methods that are often used, namely Technique for Order of Preferences by Similarity to Ideal Solution (TOPSIS) and VIKOR (Broniewicz & Ogrodnik, 2020). Both methods use aggregates to approach ideal results, and this method also comes from a compromise programming method. However, the weakness of this method is its inability to solve problems and ignores interaction factors (Carra et al., 2023).

## 4. Conceptual Framework

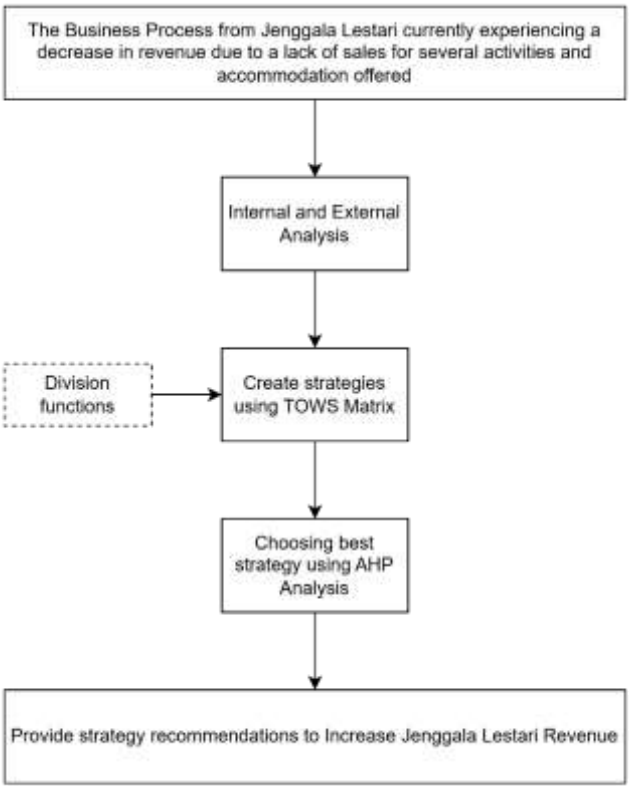


**Figure 1 Conceptual Framework**

This conceptual framework provided outlines a systematic approach to addressing the revenue decline at Jenggala Lestari by utilizing strategic analysis and decision-making tools. It begins by identifying the core issue: a decrease in revenue due to insufficient sales of activities and accommodations. The first step involves conducting a thorough internal and external analysis, using tools such as SWOT to identify the strengths,

weaknesses, opportunities, and threats impacting the business. This analysis provides a comprehensive understanding of the internal capabilities and external market conditions affecting Jenggala Lestari.

## III. RESEARCH METODOLOGY

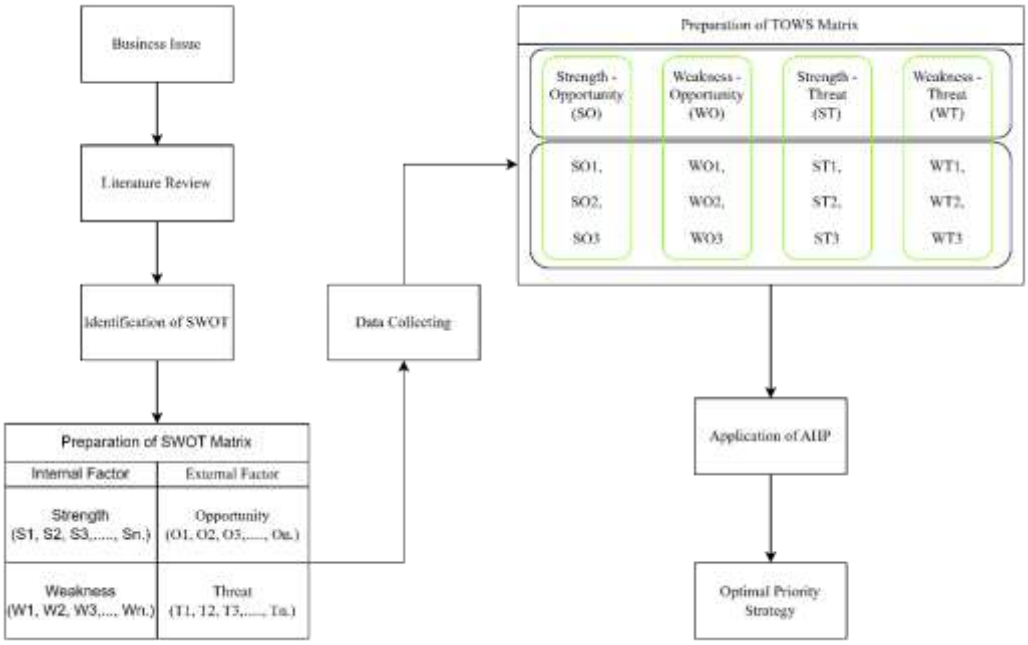


**Figure 2 Data Analysis Method**

Figure 2 shows the steps taken to carry out data analysis. This process begins with identifying the business issue that is the main focus. Next, a literature review was carried out to gather insights and theoretical bases relevant to the business issue. After that, internal and external factors that influence the business are identified through a SWOT analysis which includes strengths, weaknesses, opportunities and threats.

After identifying the SWOT, a SWOT matrix is created to categorize the factors that have been identified, after that the results of this SWOT matrix are aligned with the job description of each division obtained from the results of the interviews conducted. Next, a TOWS matrix was developed by combining internal, external factors and job descriptions from each division to produce strategy options: Strength-Opportunity (SO) strategy to utilize strengths to take opportunities, Weakness-Opportunity (WO) strategy to improve weaknesses by taking advantage of opportunities , the Strength-Threat (ST) strategy to use strengths to face threats, and the Weakness-Threat (WT) strategy to minimize weaknesses to avoid threats.

This process is then continued with the application of AHP to prioritize the strategies that have been developed in the TOWS matrix. AHP aids in decision making by breaking problems down into a hierarchy of more easily understood sub-problems, each of which can be analyzed independently. After that, the most effective and feasible prioritization strategy is determined by evaluating and prioritizing options from the TOWS matrix using AHP. Finally, the optimal priority strategy that has been selected is tailored to the specific division or department in the organization to be implemented.

This structured approach ensures a thorough analysis of the business environment through SWOT and TOWS analysis, followed by a rigorous prioritization process using AHP. This helps in developing clear and prioritized strategic action plans tailored to the specific needs and strengths of the business division in question.

## IV. RESULT AND DISCUSION

Data analysis will be carried out based on two data collection methods, namely primary data and secondary data. Primary data was obtained through direct observation in the field and in-depth interviews with various related parties, including employees and management of Jenggala Lestari. Meanwhile, secondary data is collected from various supporting sources such as company annual reports, academic journals, and other publications relevant to the research topic. The analysis process in this chapter uses the SWOT approach to identify the strengths, weaknesses, opportunities and threats faced by the company, which are then integrated into the TOWS matrix to formulate effective strategic alternatives. Next, the AHP method is applied to determine the priorities of the strategies that have been formulated.

**1. SWOT Analysis**

The first step in data analysis in writing this thesis is to identify SWOT. SWOT identification is done by collecting data from the company's vision, mission and current conditions. The SWOT results were also obtained by brainstorming with managers from each division to find out the condition of the company in terms of operations, marketing and finances.

**Table 1 Result of SWOT Analysis**

| Internal Factors | |
|---|---|
| **Strengths** | **Weaknesses** |
| **S1 Diverse Activities and Accommodations** | W1 High operational cost |
| **S2 Eco-Logical Theme** | W2 With lots of activities and accommodation offered has the opportunity for volatility revenue |
| **S3 Covering many market segments from lower middle to upper middle** | W3 It's difficult to get resources human beings according to the desired standards |
| **S4 Have a mutually aligned vision and mission where the mission is to provide interaction based on ecological interaction combined with providing service conservation, wellness, and education strengthen the company's strategic position** | W4 It's far from the main road so it needs it high marketing costs to reach customers |
| **S5 It has a strategic location being in the middle of a Gambung tea plantation provides a more attractive offer for consumers** | W5 Not yet selling tickets and booking accommodation through online platform, ticket sales/booking are done via WhatsApp and Instagram |
| **S6 Have a learning program can improve better community engagement** | W6 Access to location |
| **S7 Having a wildlife sanctuary can attract organizations or companies operating in the wildlife sector** | |

**Table 1 Result of SWOT Analysis (continuous)**

| External Factors | |
|---|---|
| **Opportunities** | **Threats** |
| O1 Eco-tourism and sustainable travel is experiencing an increase in interest so that it can improve the company's brand | T1 Increased inflation can reducing people's purchasing power |
| O2 Has the potential to do Collaboration with organizations, companies and/or institutions that operate in the CSR sector and/or are moving towards sustainability | T2 Increasing market competition in the tourism sector |
| O3 Digital marketing expansion and digitalizations | T3 The main selling point is the tea plantation It can be a disaster if tea plantations experience a decline in quality |
| O4 Increase brand awareness by binding to one or several SDG's points | |

This SWOT analysis provides a comprehensive picture of the current business situation, by identifying areas of strength that can be maximized and weaknesses that need to be overcome, as well as opportunities that can be exploited and threats to be aware of. This is an important basis for formulating effective and measurable strategies.

**2. TOWS Matrix**

After carrying out the SWOT analysis, the results of the SWOT analysis are used to create a TOWS analysis matrix. TOWS Matrix analysis is a method that combines several SWOT results into one or more alternative strategies which will later produce strategies such as, The Strength-Opportunity (SO), Weaknesses-Opportunity (WO), Strength-Threat (ST), and Weaknesses-Threat (WT) (Sahani, 2021).

**Table 2 Result of TOWS Matrix Analysis**

| Strength – Opportunity (SO) | Weakness – Opportunity (WO) |
|---|---|
| SO1 Collaborate with organizations focused on sustainability to enhance the eco-logical theme and attract environmentally conscious tourists. | WO1 Stabilize revenue by forming long-term partnerships with organizations that have a stable funding source for sustainability projects. |
| SO2 Highlight the Eco-Logical theme in Financial Report to seek out investors and partners interested in sustainability and eco-tourism to secure funding. | WO2 Leverage partnerships and co-branding opportunities with organizations supporting SDGs to reduce marketing costs. |

**Table 2 Result of TOWS Matrix Analysis (continuous)**

| Strength – Opportunity (SO) | Weakness – Opportunity (WO) |
|---|---|
| SO 3 Highlight the unique location in digital campaigns to attract visitors interested in tea tourism and eco-friendly travel experiences. | WO3 Invest in digital marketing strategies, including social media and content marketing, to reach a wider audience at a lower cost and Develop an online booking and marketing platform to make the booking process more accessible and attract tech-savvy customers. |
| Strength – Threat (ST) | Weakness – Threat (WT) |
| ST1 Create value-for-money packages that emphasize diverse activities to attract customers despite rising costs. | WT1 Diversify revenue streams by introducing new services and products that cater to different segments. |
| ST2 Differentiate by emphasizing the unique eco-logical theme in marketing campaigns to stand out in the competitive tourism market. | WT2 Invest in training programs to develop internal talent and reduce dependency on external hires. |
| ST3 Strengthen the company's positioning by focusing on wellness and conservation services even if tea plantation quality fluctuates and develop new revenue channel such as premium services or exclusice packages. | WT3 Improve transportation options and partnerships with local transit services to enhance accessibility. |

The TOWS matrix presented provides a structured approach to formulating strategies by analyzing the interplay between internal strengths and weaknesses and external opportunities and threats. It outlines specific strategies that leverage strengths to exploit opportunities, mitigate threats, and convert weaknesses into advantages.

The results of the SWOT analysis which is used as a TOWS Matrix produces twelve alternative strategies that can be carried out by the company. These strategic alternatives will then be calculated using the Analytical Hierarchy Process (AHP) to obtain the best alternative that can be implemented by the company.

**3. Analytical Hierarchy Process (AHP)**

At this stage of the Analytical Hierarchy Process (AHP) calculation, before starting the calculation, criteria and alternative data are needed. Where these criteria are selected based on the results of interviews carried out together with expert judges or authorities who have an understanding of the problem and know the desired goals (Saaty & Vargas, 2012).

Meanwhile, in this research, alternatives were obtained from the results of SWOT analysis which were converted into a TOWS Matrix. The TOWS Matrix itself is a method used in creating alternative strategies. The TOWS matrix offers a way to create plans based on rational pairings of elements associated with external opportunities (or threats) and internal strengths (or weaknesses) (Wickramasinghe & Takano, 2009). The alternative criteria used in this writing are alternatives resulting from SWOT Analysis Table 1 which was then changed to TOWS Matirx Table 2.

After analyzing the alternatives and criteria that will be used, a Hierarchy Diagram was created for the AHP calculation. A Hierarchy Diagram based on the alternatives and criteria that have been determined is created into the diagram in Figure 3.


**Figure 3 Hierarchy Tree of Analytical Hierarchy Process**

After the Hierarchy Diagram has been prepared, the next step is to calculate the weight of each criterion and alternative. This calculation is carried out with the stakeholders (managers of each division) as decision makers. This weight will then determine the level of importance of each criterion and alternative that has been determined.

The Analytical Hierarchy Process (AHP) calculation begins by weighting each predetermined criterion. This weighting is carried out by conducting interviews with managers from each division as decision makers. After weighting the criteria, normalization calculations are carried out to obtain vector results which will determine the priority for each predetermined criterion.

After calculating the criteria and getting the priority criteria, a calculation is carried out for each alternative that has been determined. The alternative calculation uses the same steps, starting with weighting carried out by the decision maker and calculating the normalization of the weighting results to get the priority of each alternative that has been determined.

**Table 3 Normalization Matrix of Criteria and Alternatives**

| Criterion | Operational | Marketing | Finance |
|---|---|---|---|
| | 0,283 | 0,643 | 0,074 |
| **SO1** | 0,099 | 0,067 | 0,038 |
| **SO2** | 0,070 | 0,045 | 0,086 |
| **SO3** | 0,102 | 0,040 | 0,058 |
| **WO1** | 0,091 | 0,102 | 0,033 |
| **WO2** | 0,234 | 0,073 | 0,103 |
| **WO3** | 0,047 | 0,052 | 0,036 |
| **ST1** | 0,056 | 0,153 | 0,123 |
| **ST2** | 0,049 | 0,166 | 0,140 |
| **ST3** | 0,192 | 0,182 | 0,120 |
| **WT1** | 0,025 | 0,024 | 0,016 |
| **WT2** | 0,017 | 0,031 | 0,232 |
| **WT3** | 0,017 | 0,066 | 0,016 |

Table 3 is the calculation result of the weighting of criteria and alternatives, where from the results of weighting and normalization to obtain a priority vector, the result is that marketing is the main priority in terms of criteria with a result of 0.643. Meanwhile, from the results of the weighting and normalization calculations for alternatives, there are three results from each calculation in accordance with predetermined criteria.

For operational results, the alternative that has the highest priority value is WO2 with a value of 0.234, while from the marketing side the highest alternative value is ST3 with a value of 0.182, and finally from the finance side the highest alternative is WT2 with a value of 0.232.

The results of the calculations in Table 3 are not yet the final score for selecting the best strategy, the results of the calculations in Table 3 will be recalculated by multiplying the matrix of the criteria values and alternative results.

**Table 4 Result of Analytical Hierarchy Process Calculation**

| Ranking of Alternatives | Total | Priority |
|---|---|---|
| **SO1** | 0,074 | 6 |
| **SO2** | 0,055 | 8 |
| **SO3** | 0,059 | 7 |
| **ST1** | 0,094 | 5 |
| **ST2** | 0,121 | 4 |
| **ST3** | 0,049 | 9 |
| **WO1** | 0,123 | 3 |
| **WO2** | 0,131 | 2 |

**Table 4 Result of Analytical Hierarchy Process Calculation (continuous)**

| Ranking of Alternatives | Total | Priority |
|---|---|---|
| WO3 | 0,181 | 1 |
| WT1 | 0,024 | 12 |
| WT2 | 0,042 | 11 |
| WT3 | 0,048 | 10 |

Table 4 is the product of the matrix Table 3, which is the final result in the Analytic Hierarchy Process (AHP) calculation. From the results of the Analytical Hierarchy Process calculations that have been carried out, WO3 is the best alternative with a value of 0.181. Therefore, WO3 (Invest in Digital Marketing) is the best strategy that companies can do to fix the problems they face.

## V. CONCLUSION

Jenggala Lestari, established in 2020, has faced a significant revenue decline from the third quarter of 2023, despite an overall increase in tourist visits to Bandung. This disparity highlights a critical issue within the company's operations and marketing strategies, necessitating a thorough strategic analysis. Using the TOWS-AHP methodology, this study has identified the root causes of the revenue decline and proposed strategic solutions to address these challenges.

The SWOT analysis revealed several strengths, including Jenggala Lestari's diverse activities and accommodations, its strategic location within a tea plantation, and its commitment to sustainability and ecological interaction. However, weaknesses such as high operational costs, difficulty in human resource acquisition, and lack of a robust online presence were also identified. External opportunities included the growing interest in eco-tourism and digital marketing, while threats encompassed increasing market competition and inflation impacting consumer purchasing power.

The TOWS matrix integrated these factors to develop strategic alternatives, with a particular focus on leveraging strengths to capitalize on opportunities (SO strategies), addressing weaknesses to exploit opportunities (WO strategies), utilizing strengths to mitigate threats (ST strategies), and reducing weaknesses to avoid threats (WT strategies). The Analytical Hierarchy Process (AHP) was then applied to prioritize these strategies, resulting in "Invest in Digital Marketing" (WO3) as the optimal solution.

By investing in digital marketing, Jenggala Lestari can enhance its brand awareness, reach a broader audience, and improve accessibility to its offerings. The recommended actions include developing an official website, enhancing social media presence, and partnering with online booking platforms. These initiatives are expected to attract more visitors, improve customer engagement, and ultimately increase revenue.

The structured approach of combining SWOT, TOWS, and AHP analyses has provided a comprehensive framework for understanding the business environment and making informed strategic decisions. This methodology ensures that the proposed strategies are not only feasible but also aligned with the company's strengths and market opportunities.

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