



## The Development Strategy of Religious Tourism Area At Baiturrahman Mosque, Kampung Cibogo, Sukabumi Regency

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**Abstract:** Indonesia has various tourism potentials ranging from natural tourism, religious tourism, culinary tourism, marine tourism and so on. Sukabumi Regency has religious tourism opportunities, namely the Baiturrahman Mosque in the village of Cibogo. The Baiturrahman Mosque has an interesting shape and architecture and has a visualized philosophy in its design. In addition, its position is also located on a hill in an area of 20 ha, equipped with a lake and vegetable plantations, but not yet developed. The purpose of this study was to map and select a strategy for developing religious tourism in the Baiturrahman Cibogo Sukabumi Mosque area using the SOAR and QSPM methods. This research is expected to identify priority strategies to improve the quality and attractiveness of religious tourism areas as well as to have a positive impact on the environment and society. The research method uses SOAR (Strength, Opportunity, Aspirations, Result) and QSPM (Quantitative Strategic Planning Matrix) analysis to determine strategic priorities in realizing the development of the Baiturrahman Mosque religious tourism area. The results of the QSPM analysis led to carrying out a branding strategy for the religious tourism area of the Baiturrahman Mosque by utilizing information technology, especially digital marketing, in the form of social media, content, websites and so on. In addition to strengthening branding, it is carried out in the form of maximum service to achieve visitor satisfaction and increase promotional and branding value. For this reason, collaboration with various parties is also needed, which will add to this branding strategy, professional travel, and tour partnerships, as well as elements of the mass media and government elements that support the development of religious tourism at the Baiturrahman Mosque, Cibogo-Sukabumi can be guaranteed with the highest score of 2.5128.

**Keywords:** Religious Tourism, Development Strategy, SOAR, QPSM.

## INTRODUCTION

Indonesia has various tourism potentials ranging from natural tourism, religious tourism, culinary tourism, marine tourism and so on. According to RI Law Number 10 of 2009 concerning tourism, tourism has an important role including increasing economic growth, increasing people's welfare, eliminating poverty, overcoming unemployment, preserving nature, the environment, and resources. Sukabumi Regency has religious tourism opportunities, namely the Baiturrahman Mosque in the village of Cibogo. The Baiturrahman Mosque has an interesting shape and architecture and has a visualized philosophy in its design. In addition, its position is also located on a hill in an area of 20 ha, equipped with a lake and vegetable plantations.

The development of religious tourism in the Baiturrahman Cibogo Sukabumi Mosque area is one of the efforts to increase tourist visits to the area. Religious tourism has great potential to attract tourists, especially those who have an interest in spiritual and cultural activities. The Baiturrahman Cibogo Sukabumi Mosque area is one of the religious tourist attractions that attracts the attention of tourists, but tourism development in the area still needs to be optimized.



Figure 1 : Research Site, Baiturrahman Mosque, Cibogo Village, Geger Bitung District , Sukabumi Regency



Figure 2 : Baiturrahman Mosque's Atmosphere



Figure 3 : Baiturrahman Mosque's Facilities

One strategy that can be implemented to develop religious tourism in the Baiturahman Cibogo Sukabumi Mosque area is to use the SOAR (Strengths, Opportunities, Aspirations, Results) method. The SOAR method is an approach that focuses on strengthening existing strengths or potentials within an organization or region, looking for available opportunities for development, setting long-term aspirations or goals, and measuring the results achieved from the implementation of development strategies.

In the context of developing religious tourism in the Baiturahman Cibogo Sukabumi Mosque area, a development strategy using the SOAR method can assist in identifying the strengths or potentials that exist in the area, such as the surrounding natural beauty and architectural designs associated with the mosque. In addition, by using the SOAR method, it will be easier to identify opportunities available for the development of religious tourism in the region, such as increasing accessibility and promotion through social media.

Furthermore, through the SOAR method, aspirations or long-term goals can be set in the development of religious tourism in the Baiturahman Cibogo Sukabumi Mosque area, such as increasing the number of tourist visits and developing quality tourism programs. Thus, it is possible to measure the results achieved from the implementation of the development strategy that has been set.

In this study, researchers will use the SOAR method to obtain priority religious tourism development strategies in the Baiturahman Cibogo Sukabumi Mosque area. This strategy is expected to improve the quality and attractiveness of religious tourism areas and have a positive impact on the surrounding community. The SOAR method will be used as a framework for identifying existing strengths or potentials, exploring available opportunities, setting long-term aspirations or goals, and measuring the results of implementing development strategies. It is hoped that the results of this research can provide input for related parties in the development of religious tourism in the Baiturrahman Cibogo Sukabumi Mosque area.

## LITERATURE REVIEWS

The purpose of this study was to map and select a strategy for developing religious tourism in the Baiturrahman Cibogo Sukabumi Mosque area using the SOAR and QSPM methods. This research is expected to identify priority strategies to improve the quality and attractiveness of religious tourism areas as well as to have a positive impact on the environment and society.

## METHODS

The method used in this study is descriptive qualitative method, through the process of observation, interviews, and documentation presented in the form of data. The first stage is through identifying problems from research studies on phenomena through previous research studies (Ayu & Budiasih, 2013; Dr. Ismael Nurdin, Dra. Sri Hartati, 2019; Mamik, 2015), especially those in Indonesia. Then the data collection, data processing and subsequent stages are carried out using SOAR and QSPM analysis in determining the matrix using the EFE, IFE and EI matrices (Dwi Anggrayana Nurzanah, Erry Rimawan, 2015; Suryadi, 2021). Next, a discussion analysis is carried out by explaining the results obtained from the data processing stage (Fadli et al., 2021).

The method used in this research is SOAR (Strengths, Opportunities, Aspirations, Results), which is a method used to analyze the strengths, opportunities, aspirations, and results of an organization or region. The concept of SOAR (Strengths, Opportunities, Aspirations, Result) as an alternative to SWOT analysis comes from the Appreciative Inquiry (AI) approach. Appreciative Inquiry is more burdensome to building strengths and opportunities than weaknesses and threats (Stavros, Cooperrider, & Kelly, 2003).

This method will be used to identify the strengths and opportunities possessed by the Baiturahman Cibogo Sukabumi Mosque area, as well as the aspirations and expected results of the development of religious tourism in this area.

**RESULTS AND DISCUSSION**

The following will describe an analysis of the conditions encountered in the development of religious tourism in the Baiturrahman-Cibogo Mosque Area, Sukabumi, including an analysis of internal and external conditions and selecting alternative strategies for the development of the Religious Tourism Area. As a basis for conducting the analysis, first determine the indicator variables on internal factors and external factors resulting from the results of observations and interviews, which can be seen in table 1.

**Table 1. SOAR variables from the results of observations and interviews**

No	Type	Concept	Indicators
1	Strenght	Internal Factors	It has a magnificent mosque building and beautiful architecture Availability of government support, especially from local government and local agencies Having complete places of worship to support the development and development of religious tourism. Has the attraction of culture, local wisdom and natural beauty Has supporting facilities such as food places, parking lots, adequate toilets Has a large area and can be developed
	Opportunity	Internal Factors	It has been published that the Baiturrahman Mosque area is a religious tourism destination. Support from the community because it can provide economic benefits for the local community. The growing trend of religious tourism in Indonesia The potential to expand the types of activities makes the Baiturahman Cibogo Sukabumi Mosque area a well-known religious tourism destination and in demand by tourists Government policy support Cooperation from various parties Accelerating the development of facilities/infrastructure
3	Aspiration	External Factors	Increase the number of tourists visiting the Baiturahman Cibogo Sukabumi Mosque area The existence of religious tourism not only encourages the frequency of tourist visits, but creates business opportunities for the community. Support for the utilization of information technology and digital marketing Local government support in improving road access and instructions to make it easier for tourists to visit The development of Muslim-friendly and environmentally friendly tourist areas
	Result	External Factors	Increasing tourist satisfaction will increase the number of tourists. Development of attractive religious tour packages for tourists by combining visits to the Baiturahman Cibogo Sukabumi Mosque with other tourist destinations around Sukabumi Provision of competent and knowledgeable tour guides regarding the history and architectural values and other facilities of the area

			Training for souvenir traders and food stalls around the Baiturahman Cibogo Sukabumi Mosque area to improve the quality of their services Availability of promotional tools based on information technology and digital marketing as well as cooperation with government agencies and travel agents to promote the Baiturahman Cibogo Sukabumi Mosque area as an attractive and unique religious tourism destination
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Source: Personal Analysis, 2023

By using the SOAR method, researchers can evaluate the strengths and opportunities that exist in the Baiturahman Cibogo Sukabumi Mosque area and the aspirations to be achieved. From this evaluation, researchers can design a strategy for developing religious tourism that is appropriate for the area.

**Analysis Models**

**1. External Factor Evaluation (EFE) Matrix**

The EFE (External Factor Evaluation) matrix is used to determine the weight and rating of each internal factor and then the results will be used for analysis on the IE matrix.

**Table 2. EFE Matrix**

No.	External Factors	Grade	Rating	Score
<b>Aspiration</b>				
1	Increase the number of tourists visiting the Baiturahman Cibogo Sukabumi Mosque area	0.13	3	0.39
2	The existence of religious tourism not only encourages the frequency of tourist visits, but creates business opportunities for the community.	0.1235	3	0.3705
3	Information technology utilization support	0.1365	4	0.546
4	Local government support in improving road access and instructions to make it easier for tourists to visit	0.1365	4	0.546
5	The development of Muslim-friendly and environmentally friendly tourist areas	0.1235	2	0.247
<b>Subtotal</b>		<b>0.65</b>		<b>2.0995</b>
<b>Result</b>				
1	Increasing tourist satisfaction with access, attractions and amenities will increase the number of tourists.	0.0665	3	0.1995
2	Development of attractive religious tour packages for tourists by combining visits to the Baiturahman Cibogo Sukabumi Mosque with other tourist destinations around Sukabumi	0.0595	2	0.119
3	Provision of competent and knowledgeable tour guides regarding the history and architectural values and other facilities of the area	0.0525	2	0.105
4	Training for souvenir traders and food stalls around the Baiturahman Cibogo Sukabumi Mosque area to improve the quality of their services	0.0525	3	0.1575
5	Availability of promotional tools based on information technology and digital marketing as well as cooperation with government agencies and travel agents to promote the Baiturahman Cibogo Sukabumi Mosque area as an attractive and unique religious tourism destination	0.063	3	0.189
6	The creation of beautiful and clean areas at tourist attractions, considering that in Islam, cleanliness is part of the faith.	0.056	2	0.112
<b>Subtotal</b>		<b>0.35</b>		<b>0.882</b>
<b>TOTAL</b>		<b>1</b>		<b>2.9815</b>

Source: Personal Analysis, 2023

## 2. Internal Factor Evaluation (IFE) Matrix

This IFE (Internal Factor Evaluation) matrix is used to find out the weight and rating of each internal factor and then the final results will be used for analysis on the IE matrix.

**Table 3. IFE Matrix**

No.	External Factors	Grade	Rating	Score
<b>Strenght</b>				
1	It has a magnificent mosque building and beautiful architecture	0.133	4	0.532
2	Availability of government support, especially from local government and local agencies	0.105	2	0.21
3	Having complete facilities and environment for places of worship to support the development and development of religious tourism.	0.112	3	0.336
4	Has the attraction of culture, local wisdom and natural beauty	0.119	4	0.476
5	Has supporting facilities such as food places, parking lots, adequate toilets	0.105	2	0.21
6	Has a large area and can be developed	0.126	4	0.504
Subtotal		0.7		2.268
<b>Opportunity</b>				
1	It has been published that the Baiturahman Mosque area is a religious tourism destination.	0.042	2	0.084
2	Support from the community because it can provide economic benefits for the local community.	0.051	3	0.153
3	The growing trend of religious tourism in Indonesia	0.036	3	0.108
4	The potential to expand the types of activities makes the Baiturahman Cibogo Sukabumi Mosque area a well-known religious tourism destination and in demand by tourists.	0.048	3	0.144
5	Government policy support	0.045	3	0.135
6	Cooperation from various parties	0.039	3	0.117
7	Accelerating the development of facilities/infrastructure	0.039	3	0.117
Subtotal		0.3		0.858
<b>TOTAL</b>		<b>1</b>		<b>3.126</b>

Source: Personal Analysis, 2023

## 3. External and Internal (EI Matrix)

The EI (External Internal) matrix is used to determine the business unit strategy of the company which consists of 9 quadrants/positions. After analyzing the EFE and IFE matrices, the total score will be positioned among the 9 areas that correspond to the score.

**Table 4. EI Matrix**

EFE SCORE (2,9185)		HIGH (3-4) MEDIUM (2-2,99) LOW (1-1,99)		
IFE SCORE (3,126)	HIGH (3-4)	I	II	III
	MEDIUM (2-2,99)	IV	V	VI
	LOW (1-1,99)	VII	VIII	IX

Source: Personal Analysis, 2023

From the table above, based on the EFE and IFE scores, it is found that the EI matrix which produces the current condition of the company is in column II (two), namely medium-high. This shows that a Hold and Maintain strategy is required so that the company can survive and reach its maximum point.

## 4. SOAR Matrix

The SOAR matrix was prepared based on the mapping results between internal and external factors. The mapping results resulted in several development strategies. The

mapping is done by collaborating with several SOAR factors that produce an AS weight (Attractiveness Score) and a TAS (Total Attractiveness Score) weight value in table 5.

**Table 5. SOAR Matrix**

	<p><b>Strength</b>                  Has a magnificent mosque building and beautiful architecture                  Availability of government support, especially from local government and local agencies                  Having complete places of worship to support the development and development of religious tourism.                  Having the attraction of culture, local wisdom and natural beauty                  Have supporting facilities such as food places, parking lots, adequate toilets                  Has a large area and can be developed</p>	<p><b>Opportunities</b>                  1. The Baiturrahman Mosque area has been published as a religious tourism destination.                  2. Support from the community because it can provide economic benefits for the local community.                  3. The growing trend of religious tourism in Indonesia                  4. The potential to expand the types of activities makes the Baiturahman Cibogo Sukabumi Mosque area a well-known religious tourism destination and in demand by tourists.                  5. Government policy support                  6. Cooperation from various parties                  7. Accelerating the development of facilities/infrastructure</p>
<p><b>Aspiration</b>                  1. Increase the number of tourists visiting the Baiturrahman Cibogo Sukabumi Mosque area                  2. The existence of religious tourism not only encourages the frequency of tourist visits, but creates business opportunities for the community.                  3. Support for the use of information technology and digital marketing                  4. Local government support in improving road access and instructions to make it easier for tourists to visit                  5. Development of Muslim-friendly and environmentally friendly tourist areas</p>	<p><b>Strategy (S-A)</b>                  1. Optimizing special human resources who can manage and guide tourism through training, workshops and mentoring, so that object material, beautiful buildings, facilities and nature can be used as material for visiting tourists, thereby increasing public interest (S1, S3, S4, A1,A2)                  2. Optimizing the improvement of infrastructure and road access through area management programs and local government planning support, considering that access and amenities are the main things in tourism development. (S2, S6, A3, A1, A4)</p>	<p><b>Strategy (O-A)</b>                  3. Strengthening partnerships for all supporters related to all stakeholders in realizing religious tourism in the Baiturrahman Mosque area, including to. partnerships for MSMEs, investors, travel so that they can work together to develop a religious tourism area which also has natural beauty and an agricultural environment so that it puts forward the concept of sustainability and benefits from all parties. (O2,O3,O4,A1,A2)</p>
<p><b>Result</b>                  1. Increasing tourist satisfaction will increase the number of tourists.                  2. Development of attractive religious tour packages for tourists by combining visits to the Baiturahman Cibogo Sukabumi Mosque with other tourist destinations around Sukabumi                  3. Provision of competent and knowledgeable tour guides regarding the history and architectural values and other facilities of the area                  4. Training for souvenir traders and food stalls around the</p>	<p><b>Strategy (S-R)</b>                  4. Conducting a branding strategy for the religious tourism area of the Baiturahman Mosque by utilizing information technology, especially digital marketing, in the form of social media, content, websites and so on. In addition to strengthening branding, it is carried out in the form of maximum service so as to achieve visitor satisfaction and increase promotional and branding value. For this reason, collaboration with various parties is also needed which will add to this branding strategy, professional travel and tour partnerships, as well as</p>	<p><b>Strategy (O-R)</b>                  Making the religious tourism area of the Baiturahman Mosque a DTW (Tourism Destination Area) of Sukabumi Regency through local government policies accompanied by complete regional master plans as well as planned and structured program stages and roadmaps (O4, O5, R2, R3)</p>

Baiturahman Cibogo Sukabumi Mosque area to improve the quality of their services 5. Availability of information technology-based promotional tools and digital marketing as well as collaboration with government agencies and travel agents to promote the Baiturahman Cibogo Sukabumi Mosque area.	elements of the mass media and government elements that support the development of religious tourism at the Baiturahman Mosque, Cibogo-Sukabumi. (S2,S5,R1,R2,R5)	
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Source: Personal Analysis, 2023

### 5. Calculation of QSPM

The QSPM technique is developed to determine the attractiveness of each development strategy that has been prepared. QSPM produces an AS (Attractiveness Score) weight to evaluate and select alternative strategies that can be carried out comprehensively.

**Table 6. QSPM Matrix**

	Factors	Grade	Strategies											
			1		2		3		4		5			
			A	TAS	A	TAS	A	TAS	A	TAS	A	TAS		
STRENGTH	It has a magnificent mosque building and beautiful architecture	0.133			4		0.53							
	Availability of government support, especially from local government and local agencies	0.105										4	0.42	
	Having complete facilities and environment for places of worship to support the development and development of religious tourism.	0.112								4		0.44	8	
	Has the attraction of culture, local wisdom and natural beauty	0.119								4		0.47	6	
	Has supporting facilities such as food places, parking lots, adequate toilets	0.105			4									
	Has a large area and can be developed	0.126						4		0.504				
	It has been published that the Baiturahman Mosque area is a religious tourism destination	0.042								4		0.16	8	
	Support from the community because it can provide economic benefits for the local	0.051						4		0.204				

OPPORTUNITY	community						
	The growing trend of religious tourism in Indonesia	0.036				3	0.108
	The potential to expand the types of activities makes the Baiturahman Cibogo Sukabumi Mosque area a well-known religious tourism destination and in demand by tourists	0.048	4	0.192			
	Government policy support	0.045				3	0.135
	Cooperation from various parties	0.039			4	0.156	
ASPIRATION	Accelerating the development of facilities/infrastructure	0.039		4	0.156		
	Increase the number of tourists visiting the Baiturahman Cibogo Sukabumi Mosque area	0.13				4	0.52
	The existence of religious tourism not only encourages the frequency of tourist visits, but creates business opportunities for the community.	0.1235			3	0.3705	
	Information technology utilization support	0.1365				4	0.546
	Local government support in improving road access and instructions to make it easier for tourists to visit	0.1365		4	0.546		
	The development of Muslim-friendly and environmentally friendly tourist areas	0.1235				3	
	Increasing tourist satisfaction with access, attractions and amenities will increase the number of tourists	0.0665				3	0.1995
	Development of attractive religious tour packages for tourists by combining visits to the Baiturahman Cibogo Sukabumi Mosque with other tourist	0.0595				3	0.1785

RESULT	destinations around Sukabumi					
	Provision of competent and knowledgeable tour guides regarding the history and architectural values and other facilities of the area	0.0525	4	0.21		
	Training for souvenir traders and food stalls around the Baiturahman Cibogo Sukabumi Mosque area to improve the quality of their services	0.0525	4	0.21		
	Availability of promotional tools based on information technology and digital marketing as well as cooperation with government agencies and travel agents to promote the Baiturahman Cibogo Sukabumi Mosque area as an attractive and unique religious tourism destination	0.063			4	0.252
	The creation of beautiful and clean areas at tourist attractions, considering that in Islam, cleanliness is part of the faith.	0.056		4	0.224	
		0.61	1.45	1.234	2.51	0.933
		2	8	5	8	
		5	2	3	1	4

After obtaining the results of the calculation of the TAS (Total Attractiveness Score) value, a ranking of the TAS values is carried out from the largest to the smallest.

**Table 7. TAS Value Ranking**

Ranking	Alternative Strategy	Strategy No.	TAS Value
1	Carrying out a branding strategy for the religious tourism area of the4 Baiturahman Mosque by utilizing information technology, especially digital marketing, in the form of social media, content, the Web and so on. In addition to strengthening branding, it is carried out through the form of maximum service so as to achieve visitor satisfaction and become promotional and branding value. For this reason, collaboration with various parties is also needed which will add to this branding strategy, professional travel and tour partnerships, as well as elements of the mass media and government elements that support the development of religious tourism at the Baiturahman Mosque, Cibogo-Sukabumi.	4	2.518

2	Optimizing the improvement of infrastructure and road access through area management programs and local government planning support considering that access and amenities are the main things in tourism development.	1.458
3	Strengthening partnerships for all supporters related to all stakeholders in realizing religious tourism in the Baiturahman Mosque area, including with partnerships for MSMEs, investors, travel so that they can work together to develop a religious tourism area which also has natural beauty and an agricultural environment so that it puts forward the concept of sustainability and benefits from all parties.	1.2345
4	5 Making the religious tourism area of the Baiturahman Mosque a DTW (Tourism Destination Area) of Sukabumi Regency through local government policies accompanied by complete area master plans as well as planned and structured program stages and roadmaps	0.933
5	Optimization of special human resources who can manage and guide tours through training, workshops and mentoring, so that object material, the beauty of buildings, facilities and nature can be used as material for visiting tourists, thereby increasing public interest.	0.612

Source: Personal Analysis, 2023

## CONCLUSION

Based on the analysis, it can be concluded that the religious tourism of the Baiturahman Mosque is in quadrant II, namely a Hold and Maintain strategy, so that the company can survive and reach its maximum point. There are 5 alternative strategies that can be developed, which strategy is: carrying out a branding strategy for the religious tourism area of the Baiturahman Mosque by utilizing information technology, especially digital marketing, in the form of social media, content, the web and so on. In addition to strengthening branding, it is carried out in the form of maximum service so as to achieve visitor satisfaction and increase promotional and branding value. For this reason, collaboration with various parties is also needed which will add to this branding strategy, professional travel and tour partnerships, as well as elements of the mass media and government elements that support the development of religious tourism at the Baiturahman Mosque, Cibogo-Sukabumi can be guaranteed with the highest score of 2.5128.

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