

ABSTRACT

The Umrah and Hajj travel industry in Indonesia continues to grow in line with the increasing interest of the community in religious journeys. HM Tour & Travel is one of the key players in this sector, equipped with legal recognition and professional services. However, the company faces significant challenges in maintaining its competitive advantage. These challenges include the rise of new competitors, market trends shifting toward independent umrah, and both internal and external operational obstacles. Therefore, an adaptive business strategy formulation is essential to ensure the company's relevance and competitiveness.

This study aims to formulate business strategies that enhance HM Tour & Travel's competitive advantage using SWOT analysis and the Quantitative Strategic Planning Matrix (QSPM). SWOT analysis helps identify the company's strengths, weaknesses, opportunities, and threats, while QSPM is applied to prioritize strategies based on their attractiveness scores. This approach enables the company to select the most relevant and effective strategies for implementation.

The research method used is a case study with qualitative and quantitative approaches. Data were collected through in-depth interviews with management and customers, as well as direct observation. SWOT analysis resulted in 15 strategic alternatives, which were then assessed using the QSPM matrix to prioritize them based on Total Attractiveness Score (TAS). The top strategies include improving service quality, optimizing digital marketing, and diversifying products.

This study shows that integrating SWOT and QSPM analyses can be an effective strategic tool for service-based businesses, especially in rapidly changing markets. HM Tour & Travel is advised to first implement the strategy with the highest TAS to accelerate its competitiveness enhancement.

The selected strategies provide not only a clear direction for company development but also strengthen HM Tour & Travel's position in the Umrah and Hajj market. This research may serve as a reference for similar companies in formulating data-driven and structured business strategies.

Keywords: business strategy, SWOT, QSPM, competitive advantage, HM Tour & Travel