

ABSTRAK

Perumusan Strategi Pemasaran Berdasarkan Analisis TOWS Studi Kasus Pada Hotel Rosenda Cottages, Jalan Pariwisata Baturraden

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Penelitian ini bertujuan untuk (1) mengidentifikasi ancaman, peluang, kekuatan, dan kelemahan (TOWS) dari Hotel Rosenda Cottages Baturraden kemudian (2) menyusun strategi pemasaran Hotel Rosenda Cottages Baturraden tahun 2005-2006.

Jenis penelitian yang dilakukan adalah studi kasus. Teknik pengumpulan data menggunakan (1) observasi, wawancara, dan kuesioner. Data yang diperoleh kemudian digunakan untuk mengidentifikasi faktor kritis eksternal dan internal hotel (2) melakukan tiga tahapan kerangka kerja perumusan strategi yaitu tahap input, tahap pencocokan, dan tahap keputusan untuk menyusun strategi.

Berdasarkan hasil penelitian yang dilakukan, diperoleh kesimpulan sebagai berikut: (1) analisis isu-isu lingkungan strategis yang memiliki tingkat kemungkinan terjadi yang tinggi dan dapat mempengaruhi perusahaan dirangkum dalam EFAS. *External Strategic Factors Summary* (EFAS) mengidentifikasi bahwa respon hotel terhadap peluang dan ancaman berada pada tingkat rata-rata dengan total EFAS 3,075. (2) Analisis kekuatan dan kelemahan perusahaan berdasarkan tingkat prioritas dirangkum dalam IFAS. *Internal Strategic Factors Summary* (IFAS), mengidentifikasikan bahwa secara internal posisi hotel juga rata-rata dengan total IFAS sebesar 3,375. (3) Matriks Eksternal-Internal diperoleh hasil bahwa hotel berada pada kuadran V dan strategi pemasaran Hotel Rosenda Cottages untuk periode 2005-2006 adalah pertumbuhan intensif dan stabilitas. (4) Matriks TOWS diperoleh strategi pengembangan pasar, strategi integrasi vertikal ke belakang, dan strategi diversifikasi konsentris. Dari tahap keputusan, (5) *Quantitative Strategic Planning Matrix* (QSPM) pada tahap pertama mengidentifikasikan alternatif strategi yang dipilih adalah strategi pertumbuhan intensif dengan *Sum Total Attractiveness Score* tertinggi 5,9. Pada tahap ke dua, QSPM mengidentifikasikan bahwa strategi prioritas pertama yang akan diimplementasikan dengan *Sum Total Attractiveness Score* tertinggi 5,7875 adalah strategi pengembangan pasar, agar dapat meningkatkan pendapatan dengan cara memperluas pasar sasaran, diikuti dengan strategi pengembangan produk dengan *Sum Total Attractiveness Score* 5,3625 dan strategi penetrasi pasar dengan *Sum Total Attractiveness Score* 5,2.

A B S T R A C T

The Formulation of Marketing Strategy Based on TOWS Analysis

A Case Study at Rosenda Hotel and Cottages, At Pariwiwsata Street Baturraden

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The aimed of the research (1) to identify the threats, opportunities, weaknesses, and strengths of Rosenda Hotel and Cottages in Baturraden and (2) to design marketing strategy formulation of Rosenda Hotel and Cottages for the period 2005 up to 2006.

This research was a case study. The data gathering technique were (1) observation, interview, and questionnaire. The gathered data were used to identify external and internal critical factors of the hotel (2) Provide three stages of strategic formulation framework namely input stage, matching stage, and decision stage.

Based on the testing, it could be concluded that (1) Analysis of strategic environment issues that have highly probability to happen summarized in EFAS. External Strategic Factors Summary (EFAS) identified that the hotel respond toward the opportunities and threats was on average stage, with the weighted score was 3,075. (2) Strengths and weaknesses of the company based on the priority level covered in IFAS. Internal Strategic Factors Summary (IFAS) identified that internally the hotel position was on average stage too with weighted score was 3,375. (3) External-Internal Matrix had gained a result saying that the hotel was on fifth quadrant and the marketing strategy of Rosenda Hotel and Cottages fore the period 2005 up to 2006 were intensive growth strategy and stability strategy. (4) TOWS Matrix had gained development market strategy, backward vertical integration strategy, and concentric diversification strategy. From the decision stage (5) Quantitative Strategic Planning Matrix (QSPM) at first step identified that selected alternative strategy was intensive growth strategy with highest Sum Total Attractiveness Score 5,9. In second step, QSPM identified that first priority strategy would be implemented with highest Sum Total Attractiveness Score 5,7875 was market development strategy, supposed increase the hotel's income by expand target market, followed by product development strategy with Sum Total Attractiveness Score 5,3625 and market penetration strategy with Sum Total Attractiveness Score 5,2.