



SWOT Analysis as a Determiner of Marketing Strategy at b Hotel Bali & Spa Denpasar

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Abstract. This research aims to determine the marketing strategy that must be taken from the results of the SWOT analysis at the b Hotel Bali & Spa Denpasar. This study uses primary data sources and secondary data sources with data collection methods through interviews, observation and questionnaires. The analysis technique used is a qualitative descriptive analysis technique, namely the SWOT analysis technique which explains, first, the data collection stage at the Bali Hotel & Spa Denpasar regarding the identification of internal and external factors in the form of strengths, weaknesses, opportunities, and threats, the second is the analysis stage, and third namely the stage of decision making to determine the strategy to be taken by the company. The research results from the SWOT analysis show that the company is in quadrant I, where it shows a problem regarding for the strength to see opportunities where the strategy taken is the SO strategy used to be applied in developing strategies that can be suggested at management b Hotel Bali & Spa Denpasar, to can improve the progress of the hotel going forward..

Keywords: *SWOT Analysis, Matrix SWOT, Marketing Strategy, b Hotel Bali & Spa Denpasar*

1. Introduction

The tourism sector is one of the most influential sectors for Indonesia, especially in Bali where the tourism sector is the most important sector in economic progress. b Hotel Bali & Spa Denpasar is a 4 star hotel (city hotel) which is a place that is visited by many foreign and local tourists. With a strategic location, located on the border of Denpasar city and Badung regency which is not far from Ngurah Rai International Airport, and is located at the gate of the famous tourist area, namely the Kuta area. Besides that, the room's selling price is affordable for middle to lower and upper class tourists. The service also always refers to the high and maximum service quality. The management of b Hotel Bali & Spa Denpasar has a goal to create quality services. However, it cannot be separated from the strengths and opportunities. B Hotel Bali & Spa also has a threat where every month the room occupancy rate fluctuates due to threats such as natural disasters that affect tourism as well as impacting b Hotel Bali & Spa on tourist visits.

In connection with this threat, the management must of course strengthen its marketing strategy because seeing the possible threats and the current intense competition, b Hotel Bali & Spa Denpasar requires proper anticipation of all threats so that hotels can market their products in the market. In current developments, SWOT analysis is not only used to formulate strategies but is widely used in the



preparation of business strategic planning as an objective of developing long-term strategies so that the direction and goals of the company can be achieved clearly and decisions can be made immediately and changes. in the face of competition and threats [1]. This research is entitled "SWOT analysis as a determinant of marketing strategy at b Hotel Bali & Spa Denpasar". Later the authors can find out and determine the marketing strategy that must be taken from the results of the SWOT analysis at b Hotel Bali & Spa Denpasar in the future.

2. Literature Review

2.1 Strategy

Strategy is a series of fundamental decisions and actions made by top management and implemented by all levels of the organization in order to achieve the goals of the organization [2].

2.2 Service

Service is any activity, benefit or performance offered by one party to another that is intangible and does not cause any transfer of ownership where in its production it can be tied or not with physical products [3].

2.3 Marketing Strategy

Marketing strategy is a series of goals and objectives, policies and rules that give direction to the company's marketing efforts from time to time, at each level and its references and allocations, especially as a company's response to the ever-changing competitive environment and conditions [4].

2.4 Marketing Strategy Formulation

Marketing can be interpreted in various contexts according to the company's strategy development [5]. The term marketing that is widely accepted and well known as a marketing concept is marketing based on the recognition of consumer needs [3].

2.4.1. Competition Strategy Elements

The elements of the competition strategy can be grouped into three [6], namely:

- 1) Market segmentation is the act of identifying and forming separate groups of buyers or consumers. Each of these consumer segments has its own characteristics, product needs and marketing mix.
- 2) Targeting is an act of selecting one or more market segments to be entered.
- 3) Positioning is the determination of market position. The purpose of this positioning is to build and communicate the competitive advantages of existing products in the market into the minds of consumers.

2.4.2. Elements of Marketing Tactics

The elements of the marketing mix can be classified into four groups which are called the 4P namely the product is a combination of goods or services that a company offers two target markets. The price is the amount a customer must pay to obtain a product. Place includes the company's products available to target customers. Promotion refers to the activities of communicating product goodness and persuading customers [7].

2.4.3. Marketing Value Elements

Marketing values can be grouped into three, namely:

- 1) Brand, which is the value related to the name or value that is owned and attached to a company.
- 2) Service, which is the value associated with providing services to consumers. The quality of service to consumers needs to be continuously improved.
- 3) Process, which is a value related to company principles to make every employee involved and have a sense of responsibility in the process of satisfying consumers, either directly or indirectly.



2.5 SWOT Analysis

SWOT analysis is the systematic identification of various factors to formulate a company strategy [3]. Analysis of SWOT to analyze more deeply about SWOT it is necessary to know external and internal factors as an important part of a SWOT analysis, namely: External factors, these factors affect the formation of opportunities and threats (O and T) [8]. Where these factors relate to conditions that occur outside the company and influence in making company decisions. Internal factors, these factors affect the formation of strengths and weaknesses (S and W) [9]. Where these factors relate to the conditions that occur within the company, which also affects the formation of decision making in the company [10].

2.6 SWOT Matrix

The SWOT matrix is a matrix compiled using the strengths, weaknesses, opportunities and threats variables identified in the internal strategic factors and external strategic factors [11]. One of the tools used to formulate strategic factors in the company is the SWOT matrix. This matrix can describe 4 sets of possible alternatives, namely: SO strategy, this strategy is made based on the company's mindset, namely with all the strengths to seize and take advantage of the greatest possible opportunities. ST strategy, this strategy is a strategy in using the strengths of the company to overcome threats. WO strategy, this strategy is applied based on the use of existing opportunities by minimizing existing weaknesses. WT strategy, this strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats [3].

3. Methodology

This research uses primary and secondary data. Primary data in this study include the results of interviews with the General Manager, Director of Sales & Marketing and several employees related to the identification of internal and external factors to determine the strengths, weaknesses, opportunities and threats at b Hotel Bali & Spa Denpasar. Meanwhile, secondary data is in the form of the history of the establishment of the company, the organizational structure, and the duties of each part of the company. Data collection procedures by interview, observation and questionnaires. The analysis technique used is a qualitative descriptive analysis technique, namely the SWOT analysis technique which explains, first the data collection stage at b Hotel Bali & Spa Denpasar regarding the identification of internal and external factors in the form of strengths, weaknesses, opportunities, and threats the second is the analysis stage, and third, namely the decision-making stage to determine the strategy that the company will take

4. Result and Discussion

4.1 SWOT Analysis Based on Internal and External Factors

The results of the interviews and the weighting results of the SWOT analysis regarding internal and external factors, it can be concluded that there are still many shortcomings and there are also threats at b Hotel Bali & Spa Denpasar. To find out the steps that need to be taken b Hotel Bali & Spa Denpasar in determining the marketing strategy policy, a SWOT matrix is needed which can show the strengths, weaknesses, opportunities and threats that b Hotel Bali & Spa has, so it is possible to make a wrong decision in marketing, can be avoided. Based on the SWOT matrix, the results of the SWOT analysis b Hotel Bali & Spa Denpasar are as follows:

Table 1. IFAS

Internal Factors		Weight	Rating	Score (Weight x Rating)
STRENGTH				
1.	b Hotel Bali & Spa is a 4-star hotel that has the most complete and adequate ballroom facilities and entertainment facilities in Denpasar	0.121	3.4	0.41
2.	b Hotel Bali & Spa uses almost all types of media to market its services ranging from print media to non-print media such as social media and events organized by b Hotel Bali & Spa to attract buying interest and consumer tastes	0.143	4.0	0.57
3.	b Hotel Bali & Spa has a price offered in accordance with various facilities that can facilitate customer needs	0.129	3.6	0.46
4.	b Hotel Bali & Spa also has a very good and very supportive product for consumers	0.136	3.8	0.52
5.	Breakfast at Hotel Bali & Spa Denpasar is quite varied	0.129	3.6	0.46
Total Strength Score		0.66		2.43
WEAKNESSES				
1.	b Hotel Bali & Spa is close to the highway which is rather crowded because of the very high vehicle noise and makes guests who do not like noise very uncomfortable to stay	0.100	2.8	0.28
2.	The parking area is not very large	0.064	1.8	0.12
3.	Not many consumers know about Website b Hotel Bali & Spa Denpasar	0.086	2.4	0.21
4.	No cooperation with foreign parties	0.050	1.4	0.07
5.	b Hotel Bali & Spa has no branches	0.043	1.2	0.05
Total Weaknesses Score		0.34		0.72
Difference Between Strength and Weaknesses		2.43	0.72	1.70

Source: Processed data

From the results of the analysis of the Strength factor table has a total value of 2.43 while Weakness is 0.72.

Table 2. EFAS

Eksternal Factors		Weight	Rating	Skor (Weight x Rating)
Opportunities				
1.	b Hotel Bali & Spa is located close to entertainment and shopping centers, namely TSM (Trans Studio Mall) especially the domestic market	0.145	4.0	0.58
2.	In terms of service and also the service is very good and good and makes guests comfortable to stay	0.130	3.6	0.47
3.	Every year it is always used for events in order to increase room occupancy	0.123	3.4	0.42
4.	Increased purchasing power and consumer appetite	0.116	3.2	0.37
5.	Hotel management capability	0.109	3.0	0.33
Total Opportunities Score		0.623		2.17
Threats				
1.	Competitor hotels, where there are many 4 star hotels, especially Denpasar area	0.087	2.4	0.21
2.	b Hotel Bali & Spa does not have a brand yet	0.080	2.2	0.18
3.	Price competition and promotion	0.080	2.2	0.18
4.	The increased service from competitors	0.094	2.6	0.24
5.	Natural disasters or disasters that are currently expanding, namely PANDEMI COVID-19 (Corona Virus) which is very detrimental to tourism, especially hotels	0.036	1.0	0.04
Total Threats Score		0.38		0.84
Defference Between Opportunities and Threats		2.17	0.84	1.32

Source: Processed data

This table shows that for the Opportunities factor the score is 2.17 and the Threats factor is 0.84. Furthermore, the total score of each factor can be detailed, Strength: 2.43, Weaknesses: 0.72, Opportunities: 2.17, and Threats: 0.84.

Furthermore, it can be seen that the difference between Strength and Weaknesses values is 1.71 and the difference between Opprtunities and Threats values is 1.33. In calculating the strategy requires affirmation of the position in the quadrants between strengths, weaknesses, opportunities and threats, all of which are described in positive and negative lines. To find the coordinates can be done in the following ways:

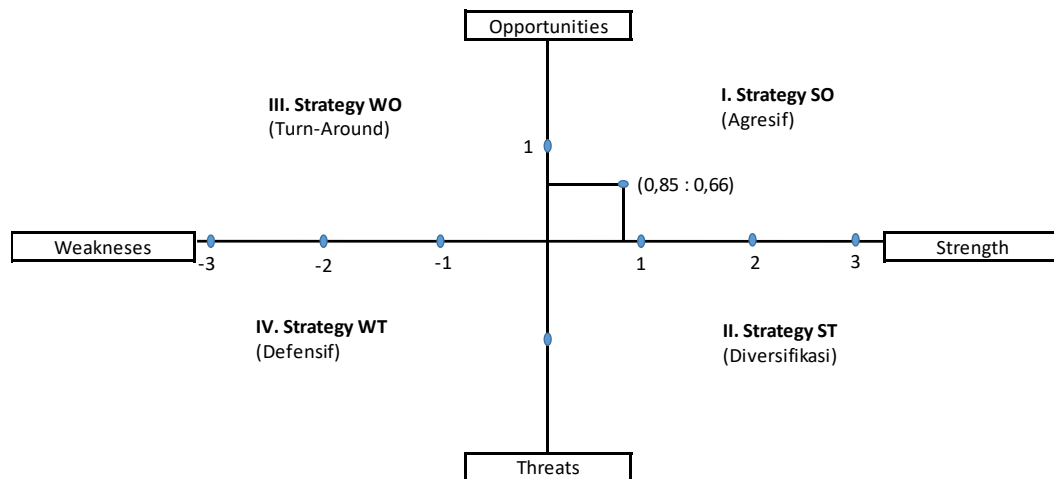
Internal Analysis Coordinate

$$(\text{Difference in Strengths and Weaknesses scores} / 2) = 1.71 / 2 = 0.85$$

External Analysis Coordinates

$$(\text{Difference in score Opportunities and Threats} / 2) = 1.33 / 2 = 0.66$$

From the calculation results above, it is known that the coordinate point is located at (0.85: 0.66). The results of these coordinates are presented in the SWOT matrik diagram to find out the position of the company, so it is obtained picture 1 SWOT matrix diagram as follows:



Picture 1. SWOT Analysis Diagram

The results above show that b Hotel Bali & Spa Denpasar is included in the Quadrant I type. This position indicates that b Hotel Bali & Spa Denpasar is in a strong and chance, making it possible to continue to achieve maximum progress.

4.2 Matrix SWOT

Matrix SWOT is one of the tools used to compile the company's strategic factors (strengths, weaknesses, opportunities, threats). This matriks can clearly describe how the external opportunities and threats faced by the company can be adjusted to the strengths and weaknesses it has. From the results of the SWOT analysis that has been explained previously that b Hotel Bali & Spa Denpasar is in quadrant I, where it shows the problem of strength to see opportunities where the strategy taken is the SO strategy where the strategy is to take advantage of the complete facilities that b Hotel has. Bali & Spa to attract consumer purchasing power, utilize the media to advertise events that will be held by the hotel in increasing room occupancy and maximizing service as well as good and good service for guests, and utilizing a strategic location close to entertainment and shopping centers in particular domestic market.

5. Conclusion

From the results of identification of internal and external factors, it can be concluded that it is known the position of the internal and external environment b Hotel Bali & Spa Denpasar has a strong competitive market position in competing. This shows that b Hotel Bali & Spa Denpasar must continue to make efforts to improve services, comfort, facilities and product distribution. Overall, there are four alternative strategies, namely (SO, WO, ST, WT) which can be applied to increase the progress of management at b Hotel Bali & Spa Denpasar, in connection with business developments and changes in market conditions that are happening now based on internal factors. and external factors at b Hotel Bali & Spa Denpasar. The research results from the SWOT analysis show that the company is in quadrant I, where it shows a problem regarding the strength to see opportunities where the strategy taken is the SO strategy used to be applied in developing strategies that can be suggested at the b Hotel Bali & Spa Denpasar management, to can improve the progress of the hotel going forward.

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