

BDMX 8018 CONSULTATION PROJECT

**STRATEGIC SALES PERFORMANCE
IN PAHLAWAN LAKE RESORT**

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NOVEMBER 2009**

**UNIVERSITY UTARA MALAYSIA
COLLEGE OF BUSINESS**



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Universiti Utara Malaysia

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**STRATEGIC SALES PERFORMANCE
IN PAHLAWAN LAKE RESORT**

**“A CONSULTANCY REPORT SUBMITTED TO THE COLLEGE OF BUSINESS IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
DOCTORATE IN BUSINESS ADMINISTRATION
UNIVERSITY UTARA MALAYSIA”**

BY

**ADAM MOHD SAIFUDIN (91193)
NOVEMBER 2009**

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**COLLEGE OF BUSINESS
DOCTOR OF BUSINESS ADMINISTRATION (DBA)
DMX8018 CONSULTATION PROJECT**

**STRATEGIC SALES PERFORMANCE
IN PAHLAWAN LAKE RESORT**



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RINGKASAN EKSEKUTIF

Resort Tasek Pahlawan berada di bawah pengurusan Paka Utama Holdings Sdn Bhd, yang menumpu dan memprojeknya sebagai destinasi terbaik pelancongan luar bandar di Negeri Kedah dan hub pelancongan terbaik di Wilayah Utara Malaysia. Paka Utama Holdings Sdn Bhd diberi hak penyewaan sejak 15 March 2006 selama 20 tahun di Tasek Pahlawan, iaitu terletak 25 km jauhnya dari ibu negeri Kedah Darulaman, Alor Setar, dan hanya 5 km dari bandar Jitra. Sejak itu, aktiviti besar-besaran telah dirancang dan dilaksanakan. Pembinaan bangunan dan fasiliti telah dilakukan dalam tahun 2007 dengan perbelanjaan lebih RM 8 juta. In adalah untuk melancar atau menjenama semula dan menaiktarafkan resort bagi memenuhi harapan pengurusan sebagai sebuah destinasi pelancongan terbaik di wilayah utara. Pembinaan sepenuh fasiliti dan bangunan berkenaan dijangka siap sepenuhnya pada penghujung 2009. Dalam waktu yang sama, operasi perniagaan diteruskan walaupun ia menunjukkan prestasi yang kurang memberangsangkan. Pelbagai usaha telah dijadualkan termasuklah promosi dan pengiklanan terutamanya melalui internet, brosur dan rangkaian pelancongan. Prestasi yang kurang memuaskan ini amatlah menghairankan kerana terdapat peningkatan kemasukan pelancong luar ke Malaysia sejak 1998 hingga 2008 tetapi destinasi pelancongan Resort Tasek Pahlawan ini boleh dikatakan hampir tidak dikenali dalam konteks penarikan pelancong. Ini kemungkinan disebabkan oleh pelan perancangan dan pelaksanaan pelancongan dilaksanakan kerana jumlah jualan yang ditumpukan cuma mencapai 20 hingga 30 peratus saja sehingga kini.

Projek konsultasi ini bertujuan untuk menyediakan Resort Tasek Pahlawan dengan pelan dan strategi penjualan selepas mengkaji dan menganalisis Pelan Strategik 5 Kuasa Porter sebagai

model utamanya; dan faktor dalaman dan luaran - kekuatan, kelemahan, peluang dan ancaman (atau dikenali sebagai SWOT Analysis). Analisis dalaman terhadap kekuatan dan kelemahan akan mengkaji resort di segi aspek pengurusan, kewangan, sumber manusia, pemasaran, imej organisasi, kos, lokasi, fasiliti/infrastruktur, jumlah pelancong (tempatan, dalam negara dan luar negara) dan bantuan kerajaan. Sementara itu, analisis luaran akan mengkaji faktor peluang dan ancaman terhadap resort seperti ekonomi, persaingan, hala-tuju pelanggan, teknologi, perundangan dan struktur pemasaran.

Berdasarkan Model 5 Kuasa Porter dan analisis SWOT, didapati resort berkenaan tidak berupaya mengambil peluang yang ada dalam faktor luarannya jika kelemahan dalamannya dibiarkan tanpa diperbetulkan dan kekuatan dalamannya tidak ditingkatkan keupayaannya. Dengan itu, cadangan diberikan berdasar satu pelan strategi jualan dan kesesuaian pelaksanaannya. Sememangnya strategi berkenaan akan membantu resort sebagai satu hala tuju yang membolehkannya mencapai tumpuan destinasi pelancong yang digemari dan menjadi hub pelancongan terbaik di Wilayah Utara Malaysia. Ini membolehkan resort menjadi lebih berdikari di masa depan untuk sebarang pelan yang mereka ingin ceburi.

EXECUTIVE SUMMARY

Pahlawan Lake Resort, under the management of Paka Utama Holdings Sdn Bhd, is focused to project itself to become the best rural tourism destination in Kedah State and and best tourist hub for Northern Region of Malaysia. Paka Utama Holdings Sdn Bhd is awarded a 20 years leasing of land of Pahlawan Lake, a 25 km distance from Alor Setar, a capital of State of Kedah and a 5 km distance from Jitra township, dated 15 Mac 2006. Since then, major activities are planned and implemented with major ones are the building and facilities construction since 2007, with more than RM 8 million being spent to re-launch or re-branding and up-grading the resort to meet the expectations of the management as the best tourists destination for northern region. Full constructions of the facilities and buildings are expected to be completed fully by end of 2009. But as the business too need to be run at the same time, the sales progress are not encouraging even though much efforts are put into the promotions and advertisements, especially through the internet, brochures and tourism networks. It is ironic that there are an increasing flow of foreign tourists to Malaysia since 1998 to 2008 but the tourists' destinations such as Pahlawan Lake Resort is almost insignificant in the context of tourists' attractiveness. This caused some discontentment over the focused plan and how the plan is being implemented as only 20 to 30 percent of the total sales forecasted had been achieved so far.

Thus, this consultation project intends to provide Pahlawan Lake Resort with plans and strategies after carefully examine and analyze their Porter's 5 Forces of Strategic Plan as the main model of the study; and internal and external factors of their strengths, weaknesses, opportunities and threats (SWOT Analysis). The internal analyses of strengths and weaknesses would examine the

resort from the following aspects - management, finance, human resources, marketing, organizational image, cost, location, facilities/infrastructure, number of tourists (local, domestics and foreigners) and government assistant. Meanwhile, the external analyses would examine the resort opportunities and threats factors such as economy, competitiveness, customers' trend, technology, legal, and market structures.

Based on Porter's 5 Forces Model and SWOT analyses, it is found that the resort unable to seize opportunities available in the external environment if their internal weaknesses are left unattended and the internal strengths are simply not upgraded. Thus, recommendations are given based on its strategic sales planning and appropriateness of execution. Nonetheless, the recommended strategies would serve as roadmap for the resort to achieve as their favorite tourists' destination target and become the best tourists' hub for Northern Region of Malaysia. Thus this will provide the resort to become self-sufficient in future for any other plan that they intend to explore.

ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

BN	Barisan Nasional
MLVK	Majlis Latihan Vokesional dan Kemahiran
MOT	Ministry of Tourism
MTPB	Malaysian Tourism Promotional Board
NIE	National Institute of Entrepreneurship
PAS	Parti Islam Malaysia
PR	Pakatan Rakyat
PUHSB	Paka Utama Holdings Sdn Bhd
SWOT	Strengths, Weaknesses, Opportunities and Threats
TDC	Tourism Development Corporation

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CHAPTER 1: INTRODUCTION

1.0 Introduction and Problem Identification

Pahlawan Lake Resort is currently facing the challenged of poor receptions of visitors, participants and tourists, be it locally, domestics or foreigners; contributing to its poor sales performance ever since before its re-launching as a new resort destination or after its re-branding in 2006 as a new rural tourism potential hub for Northern Region of Malaysia.

Besides facing the challenges from its other competitors who are having almost a similar business plan and activities, the main contributing factors for its poor performances are due to its secluded destination (remote area in northern state of Kedah) and poor response to its promotions and advertisements.

In comparison, it is ironic to see that the tourism industry in the country has been and would continue to be a key economic sector with the number of tourist arrivals increased from 10.2 million in 2000 to 22 million in 2008. Accordingly, within those eight years, the receipts from tourism-related activities rose from MR17.3 billion to MR49.561 billion (refer to **Table 1.0**) (<http://www.tourism.gov.my/corporate/research.asp?>).

Based from the data provided, it is understood that the Malaysian Tourism Promotion Board (MTPB) has been aggressive in its global promotions, especially in its 'Visit Malaysia Year' campaign since 2007.

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Interview 1: PUHSB Senior Staff

Interview 2: Kedah State Tourist Development Board (TDC) Senior Staff

Interview 3: Senior Resident at Pahlawan Lake.