

FORMULATION OF BUSINESS STRATEGY USING SWOT METHOD AND QUANTITATIVE STRATEGIC PLANNING MATRIX (QSPM): (CASE STUDY SURYA BOUTIQUE HOTEL SEMARANG)**RISMA NOR SAFITRI¹, SITI ARBAINAH², TUTIK DWI KARYANTI³**

AFFILIATIONS

¹Department of Accounting / Managerial Accounting Study Program, Semarang State Polytechnic²Department of Accounting / Managerial Accounting Study Program, Semarang State Polytechnic³Department of Accounting / Managerial Accounting Study Program, Semarang State Polytechnic*Author Email: arbainah.siti@gmail.com

Abstract: This research is a qualitative descriptive study that aims to formulate a business strategy at Surya Boutique Hotel Semarang by collecting data through observation, interviews, and questionnaires. Data analysis was carried out using IFE, EFE, CPM, SWOT, and QSPM which showed the results of an IFE weighted score is 2,644, an EFE weighted score is 3,258, and a CPM score is 3,023 which means the company is in a strong enough position in controlling the strengths and weaknesses to face opportunities and threats. Based on the SWOT analysis, integration, intensive, and diversification strategies were developed into 8 alternative strategies for the company. The most suitable strategy based on QSPM is to rearrange the number of room availability based on customer interest with a TAS value of 6,968. This strategy is in line with the current condition of the hotel, which is experiencing a limited number of rooms in the type that consumers are most interested in.

Keywords: Strategy formulation, Hotel, SWOT Analysis, and QSPM Analysis

INTRODUCTION

The development of the business world in the Society 5.0 era is increasingly rapid and tight, business people are required to always innovate and be sensitive to changes that occur around them. An entrepreneur will have an entrepreneurial spirit by carrying out activities in stages such as: identifying needs, building products, reducing risks, and bringing products to market for the survival of his business (Sugiarti, et al, 2018: 174). One of the service sector companies that continues to experience competition is the hospitality industry. The rapid competition in the hotel service business today is not only caused by globalization factors, but also influenced by consumer conditions that are increasingly intelligent, selective, and want perfect facilities and services. Based on data reported by the Semarang City Central Statistics Agency (BPS), it shows that the occupancy rate of star hotels in Semarang City in the period 2016 - 2020 has fluctuated, including two-star hotels which have an occupancy percentage of 30.83% in 2020. According to Suseno and Sutarno (2015: 26) Two-star hotels are commercially operated public residential accommodations in part or all of a building that can be incorporated as a CV, Firm, or Cooperative. Two-star hotels have spacious hotel rooms, lobbies, sports and recreational facilities, and restaurants and/or bars at affordable prices.

Based on data from the Semarang City Statistics Agency in 2021, there are 19 two-star hotels still operating in the city of Semarang. These hotels have a strategic location, which is close to the city center, office and lecture areas, train stations, airports, and tourist attractions in Semarang City. This shows that location is one of the factors considered by consumers to determine the choice of stay. Strategic location selection decisions used for professional sales and service businesses are focused on maximizing revenue (Heizer & Render, 2009: 486). Likewise with Surya Boutique Hotel Semarang. The location of Surya Boutique Hotel Semarang, which is located on Jalan Imam Bonjol No. 28, Pandansari, Central Semarang

District, Semarang City, is a strategic location, because it is in the central area of the Old City tourist attraction and close to Poncol Railway Station, and can be accessed by public transportation, namely the Trans Semarang Bus. In addition to a strategic location, Surya Boutique Hotel Semarang has 4 types of rooms namely Superior Room, Deluxe Room, Family Room, and Suite Room which are equipped with various facilities including parking lots, lobbies, cafes and restaurants, meeting rooms, and function rooms. However, with a strategic location and good facilities and services, Surya Boutique Hotel is still unable to achieve the room sales target set by the company. In managing a business, apart from being seen from internal aspects, management is also needed in external aspects. One of the external aspects that affect business continuity is competition. To conduct market and competitor analysis, the Competition Profile Matrix or commonly referred to as the Competitive Profile Matrix (CPM) can be used. CPM is used to identify the company's main competitors and the strengths and weaknesses of certain competitors related to the company's strategic position (David, 2016: 66). Through the application of internal and external environmental identification analysis, it is expected that an overview of the company's strength and competitiveness conditions will be obtained, so that Surya Boutique Hotel can determine business strategies that are in accordance with the conditions of market competition.

Sugiarti (2013: 34) argues that a business can develop a strategy to develop a business by looking objectively at internal and external conditions so that the company can anticipate changes that will occur. Business development can be carried out appropriately if the company is able to take advantage of strengths to reduce weaknesses and take advantage of opportunities to overcome threats (Arbainah, et al, 2020: 148). Seeing and studying these environmental aspects, an approach can be used with SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). Rangkuti (2019: 20) suggests that SWOT analysis is a tool that can be used to develop strategies based on the situation around the company's environment that can affect company performance. This factor is classified as internal and external factors of the company consisting of internal factors, namely strengths and weaknesses and external factors, namely opportunities and threats. After analyzing the results of the internal and external factors found in the object of research, then measure the importance of each SWOT strategy with Quantitative Strategic Planning Matrix (QSPM) analysis. Based on this description, a hotel business strategy is needed to face competition, so it is necessary to conduct research with the title "Formulation of Business Strategies Using the SWOT Method and Quantitative Strategic Planning Matrix (QSPM): (Case Study of Surya Boutique Hotel Semarang)".

The objectives of this study are to:

1. Develop an IFE and EFE matrix based on internal and external conditions at Surya Boutique Hotel Semarang.
2. Develop a Competitive Profile Matrix (CPM) based on the competitive conditions of Surya Boutique Hotel Semarang.
3. Formulate a business strategy for Surya Boutique Hotel Semarang using the SWOT Matrix.
4. Determine a suitable strategy for Surya Boutique Hotel Semarang based on the QSPM Matrix.

LITERATURE REVIEW

Strategy

According to Pearce II and Robinson (2016: 4), "strategy is a large-scale, long-term oriented plan to interact with a competitive environment to achieve corporate goals". The term strategy can also be interpreted as a concept to determine success, such as distinctive competence or actions taken by the company to carry out activities better than its competitors and competitive advantage or activities developed by the company to be superior to its

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competitors (Pitoyo and Handayani, 2021: 234). According to Supriyono (2011: 8) the preparation of strategies needs to be linked to the company's current and future environment because it affects the strengths and weaknesses of the company. It can be concluded that strategy is all actions to achieve long-term company success by considering aspects of the company's environment, both internal and external environments, in order to achieve competitive advantage. According to David (2016: 127) there are 11 alternative business strategy actions that can be taken, namely:

1. **Forward Integration**
Forward integration means acquiring ownership or increasing control over distributors and retailers.
2. **Backward Integration**
Backward integration is a strategy of seeking ownership or increasing control over the company's suppliers.
3. **Horizontal Integration**
Horizontal integration is used to seek ownership or increase control over competitors.
4. **Market Penetration**
Market penetration strategies are used to seek an increased market share for current products or services through better marketing efforts.
5. **Market Development**
Market development is done by introducing new products or services to new geographical areas.
6. **Product Development**
Product development is a strategy used to seek increased sales to improve current products or services or develop new ones.
7. **Related Diversification**
A related diversification strategy is carried out by adding new, but still related products or services.
8. **Unrelated Diversification**
A related diversification strategy is carried out by adding new, but unrelated, products or services.
9. **Reduction**
A reduction strategy is carried out by grouping through cost and asset reductions to restore declining sales and profits.
10. **Disposal**
Disposal is selling divisions or parts of the organization.
11. **Liquidation**
Liquidation is the activity of selling company assets for their real value.

Strategy Management

Strategic management is a set of managerial decisions and long-term decision-making actions within a company. It includes environmental analysis of both external and internal environments, strategy formulation, strategy implementation, and evaluation and control (Hunger and Wheelen, 2003:53).

Strategy Formulation

Strategy formulation directs executives in defining where their company is, the ultimate goal to be achieved, and the means to achieve the company's goals and mission. Strategy formulation techniques according to David (2016: 169) can be integrated into three decision-making frameworks, namely:

1. **Input stage**, consisting of Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, and Competitive Profile Matrix (CPM).
2. **Matching Stage**, focuses on creating viable alternative strategies to align key internal and

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external factors. In the matching stage of the alternative strategy framework, there are five techniques that can be used, namely the Strength-Weakness-Opportunity-Threats Matrix (SWOT Matrix), Strategic Position and Action Evaluation Matrix (SPACE Matrix), Boston Consulting Group Matrix (BCG Matrix), Internal-External Matrix (IE Matrix), and Grand Strategy Matrix.

3. Decision Stage, David (2016: 184) reveals that from the results of analysis and matching, strategies will be obtained that must be selected so that they become viable alternative strategy considerations. Quantitative Strategic Planning Matrix (QSPM) is a single technique in the decision stage. QSPM objectively indicates the best alternative strategy. QSPM uses input from the Input Stage analysis and matches the results of the Matching Stage analysis to decide objectively among the various alternative strategies.

Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrices

Pitoyo and Handayani (2021: 235) reveal that the IFE matrix is used to determine the company's internal factors related to strengths and weaknesses that are considered important. Data and information on the internal aspects of the company can be extracted from several functional companies, for example from the aspects of business resources, operations, finance, and marketing. The EFE matrix is used to evaluate the company's external factors. The data is collected to analyze matters concerning economic, social, cultural, environmental, political, governmental, legal, technological, and competitive issues in the industrial market in which the company is located (Pitoyo and Handayani, 2021: 235).

Competitive Profile Matrix (CPM)

Jones et al (2021:436) state that the competitive profile matrix is used to identify the company's main competitors in similar businesses, seen from several aspects such as strengths, weaknesses, opportunities, and threats to determine the company's strategic position.

StrengthWeakness-Opportunity-Threats (SWOT) Matrix

The SWOT matrix can clearly illustrate how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses (Rangkuti, 2019: 83). Some alternative strategies in the SWOT matrix are:

1. SO strategy is to use the company's strengths to take opportunities from external companies.
2. WO strategy is to improve weaknesses with opportunities from external companies.
3. ST strategy is to use the company's strengths to reduce the impact of threats from external companies.
4. WT strategy is a defensive strategy to reduce weaknesses and stay away from threats.

Quantitative Strategic Planning Matrix (QSPM)

Pitoyo and Handayani (2021: 235) reveal that the quantitative strategic planning matrix (QSPM) is a tool that allows strategists to evaluate various alternative strategies objectively, based on the important success factors of the internal and external environment that have been identified.

Two-Star Hotel Criteria

Stars in hotels are simply an assessment of the facilities and services of a hotel. Two-star hotels must have several facilities that are absolute and not absolute according to the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number PM.53 / HM.001 / MPEK / 2013 concerning Hotel Business Standards.

Table 1 Absolute and Non-absolute Criteria for Two-Star Hotel Business Standards

No.	Jenis Fasilitas
1.	Memiliki bangunan yang baik dan terawat
2.	Tersedia papan nama hotel yang jelas dan mudah terlihat
3.	Memiliki <i>lobby</i> dengan sirkulasi udara dan pencahayaan yang baik

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No.	Jenis Fasilitas
4.	Memiliki <i>front office</i> dilengkapi dengan sertifikat dan/atau plakat tanda bintang sesuai golongan kelas hotel
5.	Terdapat <i>lift</i> untuk tamu (bagi bangunan di atas 5 lantai dari lantai dasar)
6.	Terdapat toilet terpisah antara pria dan wanita dengan tanda pemisah yang jelas dan fasilitas closet duduk dengan <i>hand shower / washlet</i> dan <i>toilet paper</i> , <i>washtafel</i> , dan tempat sampah
7.	Terdapat pintu darurat, tangga darurat (bagi bangunan bertingkat) dan lampu darurat
8.	Tersedia alat pemadam kebakaran pada koridor hotel dengan pencahayaan dan sirkulasi udara yang baik
9.	Kamar tidur tamu dilengkapi dengan tempat dan perlengkapan tidur serta kamar mandi dengan kelengkapannya
10.	Kamar tidur dilengkapi dengan tempat penyimpanan pakaian dan cermin panjang (<i>Full Length Mirror</i>)
11.	Kamar tidur dilengkapi dengan saluran komunikasi internal maupun eksternal
12.	Pintu kamar dilengkapi dengan kunci pengaman
13.	Jendela kamar dilengkapi dengan alat pengaman
14.	Tersedia pencahayaan dan sirkulasi udara yang baik
15.	Tersedia petunjuk/arah kiblat yang dipasang di langit-langit (<i>ceiling</i>)
16.	Tersedia denah lokasi kamar dan petunjuk penyelamatan diri di dinding kamar
17.	Terdapat ruang rapat dilengkapi dengan perlengkapan dan peralatan audio visual
18.	Tersedia <i>pantry</i>
19.	Tersedia gudang umum
20.	Tersedia ruang istirahat, ruang makan, tempat ibadah bagi karyawan
21.	Tersedia kantor / ruang bagi pengelola hotel
22.	Terdapat Instalasi Air Bersih, Instalasi Pengolahan Air Limbah (IPAL), dan tempat penampungan sampah
23.	Tersedia pelayanan registrasi dan pembayaran serta <i>wakeup call</i> bagi tamu
24.	Tersedia fasilitas pembersihan fasilitas tamu, fasilitas publik, dan fasilitas karyawan
25.	Tersedia pelayanan cuci dan setrika baju tamu
26.	Tersedia restoran dengan pelayanan penyajian makanan dan minuman
27.	Tersedia pelayanan keamanan dan kesehatan bagi tamu
28.	Tersedia jam operasional pemberian pelayanan dengan jelas
29.	Hotel memiliki struktur organisasi
30.	Hotel memiliki Peraturan Karyawan/Perjanjian Kerja Bersama sesuai peraturan yang berlaku
31.	Hotel memiliki program pemeriksaan kesehatan karyawan
32.	Hotel memiliki Manajemen Keselamatan dan Kesehatan Kerja (K3)
33.	Hotel memiliki program pemeliharaan sanitasi, <i>hygiene</i> , dan lingkungan
34.	Hotel memiliki rencana usaha
35.	Hotel melaksanakan pemeliharaan dan perbaikan gedung, perlengkapan dan peralatan
36.	Hotel melaksanakan sertifikasi kompetensi bagi karyawan

Sumber: Peraturan Menteri Pariwisata dan Ekonomi Kreatif Republik Indonesia Nomor PM.53/HM.001/MPEK/2013 Tentang Standar Usaha Hotel

RESULTS AND ANALYSIS

Research Methods

The type of research used is qualitative research, which is a study to build the essence of the experience of the participants and make a description of the phenomena that occur (Creswel, 2019: 88) and the analysis method used is descriptive method, which is a research method used to determine the value of independent variables without having to make comparisons or combine one variable with another (Sugiyono, 2013: 50). The research was conducted at Surya Boutique Hotel Semarang to evaluate its competitive position in the hotel industry and provide solutions to existing problems. In this study the data required are primary data and secondary data.

1. Primary data is data obtained directly from the first source through the process of observation, interview, and questionnaire distribution. Primary data in this study are data related to company history, vision and mission, organizational structure, job description, records and documents related to the operational activities of Surya Boutique Hotel Semarang.
2. Secondary data is data obtained indirectly through intermediary media. Secondary data from this research is data related to hotels that are competitors of Surya Boutique Hotel Semarang including Whiz Hotel Semarang and Undip Inn Semarang.

Satori and Komariyah (2014: 49) reveal that in qualitative research the terms population and sample are not used, because qualitative research is carried out on the occurrence of certain phenomena in a social environment whose study results will be applied to the scope of the case being studied, while samples in qualitative research are not called respondents but sources, participants, informants, or consultants in research. Purhantara (2010: 10) reveals that in qualitative research data collection emphasizes interviews and observations. Data collection in this study was carried out using several methods, namely:

1. Observation

Rachman and Wijayanti (2016: 108) state that observation is a way of collecting data by systematically observing and recording the symptoms that appear on the object of research. Observation is done to find out the real situation at Surya Boutique Hotel Semarang.

2. Interview

According to Rachman and Wijayanti (2016: 113), an interview is a form of collecting information by asking questions verbally to be answered verbally as well. Interviews were conducted face-to-face with management to find out more in-depth information about internal and external factors that become strengths, weaknesses, opportunities, and threats for Surya Boutique Hotel Semarang.

3. Questionnaire

The questionnaire was used to determine the weights and ratings in the preparation of the IFE, EFE, and CPM Matrices, as well as to select suitable strategies for compiling the QSPM Matrix. Respondents in this study were 16 employees of Surya Boutique Hotel Semarang and managers of Whiz Hotel Semarang and Undip Inn Semarang as competitors of Surya Boutique Hotel Semarang. The data that has been collected is then processed and analyzed using the strategy formulation analytical framework as follows (David, 2016: 169)

1. Input Stage, including:

- a. Determining internal factors in the order of compiling a list of strengths and weaknesses.
- b. Determining external factors with the order of compiling a list of opportunities and threats.
- c. Determine the key internal and external factors related to the hospitality industry.
- d. Giving weights ranging from 0.0 (not important) to 1.0 (important). The determination of the weight comes from the importance of a factor to other factors. The weighting in the IFE, EFE, and CPM matrix by Baroto & Purbohadiningrat (in Anggadwita et al.,

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2019: 692) states that the weighting is obtained by dividing the importance score by the total value of the importance score which is formulated as follows:

$$B_i = \frac{S_i}{\sum_{i=1}^n S_i}$$

Description:

B_i = Weight of the i-th factor

S_i = The importance score of the i-th factor

i = 1,2,3, ... n

The rating values in the IFE, EFE, and CPM rating matrix start from 1-4, where 4 = superior response; 3 = above-average response; 2 = average response; 1 = poor response.

- e. Multiply the weight with the rating to produce a weighted score, then add up the weighted scores to obtain the analysis results. If the total score is more than 2.5, a business is considered to be good at controlling the factors that influence its business.
2. The Matching Stage, in this study used the SWOT Matrix to create a feasible alternative strategy by taking into account internal and external factors.
3. Decision Stage, QSPM is used to determine alternative strategies that are the main choices

RESULTS AND DISCUSSION

Surya Boutique Hotel Semarang's internal factors were reviewed based on three aspects: business resources, operations, and marketing. These internal factors are then classified into strengths and weaknesses as follows:

Table 2 Classification of Internal Factors of Surya Boutique Hotel Semarang

No.	Classification of factors	Strengths	Weaknesses
1.	Business Resources	1. Length of business life. 2. Strategic location. 3. Has a Corporate Social Responsibility (CSR) program	1. Incomplete facilities such as no waiting room, swimming pool, gymnasium, and limited parking. 2. There are duplicate employee positions.
2.	Operational	1. Front office service is satisfactory 2. Has a clear employee recruitment system 3. Has used adequate technology 4. There is a varied breakfast menu	1. There are parts that do not function optimally 2. There is a limited number of rooms that consumers are interested in
3.	Pemasaran	1. Establish business with partners, namely Traveloka, Tiket.com, Pegi - Pegi, Agoda, Mr. Aladin, and Booking.com 2. Having loyal customers	1. There is no dedicated marketing department. 2. Information on the website is incomplete

Source: Data processed (2022)

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External factors of Surya Boutique Hotel Semarang are reviewed from 5 aspects, namely aspects of competition, customers, socio-culture, economy, and politics and government.

Table 3 Classification of External Factors of Surya Boutique Hotel Semarang

No.	Factor Classification	<i>Opportunities</i>	<i>Threats</i>
1.	Competition	1. Competitive pricing of similar businesses	1. Adjacent competitor locations
2.	Customer	1. There is a target market that has not been maximally served 2. Demand for hotel restaurant products from non-guests.	1. Complaints can affect customer loyalty
3.	Social Culture	1. Supportive and cooperative community attitude 2. Technological developments in hospitality 3. Availability of hospitality events organized by associations 4. Increasing social trends regarding staycation and solo travelers 4.	
4.	Economy		1. Increase in the basic electricity tariff every year 2. Rupiah exchange rate affects foreign tourist arrivals
5.	Politics and Government	1. Good relationships with government and non-government agencies	1. Lack of government assistance and support for two-star hotels 2. Changing government policies on hospitality.

Source: Data processed (2022)

The IFE matrix is an analytical tool used to evaluate the main strengths and weaknesses of a company. The IFE Matrix presents the internal factors that affect Surya Boutique Hotel Semarang in running its business. Based on the results of the IFE Matrix obtained a total weighted score of 2.644. This indicates that Surya Boutique Hotel Semarang has a fairly strong internal position. The main strength of Surya Boutique Hotel Semarang based on the IFE Table is its strategic location with a weighted score of 0.283. While the main weakness is incomplete facilities such as no waiting room, swimming pool, gymnasium, and limited parking with a weighted score of 0.162.

The EFE matrix is an analytical tool used to evaluate the main opportunities and threats to a company. The EFE Matrix presents external factors that affect Surya Boutique Hotel Semarang in running its business.

Based on the EFE Matrix, it can be seen that the total score obtained by Surya Boutique Hotel Semarang for external factors is 3.258. The opportunity factors that have the greatest role are competitive price rates for similar businesses and the existence of target markets that have not been maximally served with a weighted score of 0.311. While the biggest threat factor for Surya Boutique Hotel Semarang is the location of competitors who are close together and complaints can affect customer loyalty with a weighted score of 0.325. Every opportunity factor must be utilized as well as possible so that threats can be faced properly.

Competitive Profile Matrix (CPM) is a tool that compares a company and its competitors by revealing their relative strengths and weaknesses related to the company's strategic position. CPM identifies the company's main competitors and compares them using industry success factors that include external and internal issues. The determination of weights and ranks in the CPM was carried out through a questionnaire submitted to 3 hotel managers as representatives of Surya Boutique Hotel Semarang, Whiz Hotel Semarang, and Undip Inn Hotel Semarang as business actors in the two-star hotel industry in Semarang City.

Based on the results of the Competitive Profile Matrix (CPM), it can be seen that Surya Boutique Hotel Semarang obtained a total score of 3,023 and is ranked second below Whiz Hotel Semarang with a total score of 3,393. This means that Surya Boutique Hotel Semarang needs to improve its quality, especially in the factors of Human Resources (HR) and market share. The SWOT matrix is used to develop alternative strategies based on the results of the analysis of the internal and external environment of Surya Boutique Hotel Semarang.

The final stage in strategy formulation is the creation of QSPM to select and determine a suitable and appropriate strategy for Surya Boutique Hotel Semarang. There are 8 (eight) alternative strategies that have been formulated using the SWOT Matrix and then tested using QSPM. QSPM determines the attractiveness (attractive score) of various strategies based on how much the company's internal and external factors have been utilized. The attractiveness of a factor is then multiplied by its weight to obtain a total attractive score. The largest total attractive score (TAS) value indicates the most suitable alternative strategy for the company by considering internal and external factors.

CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that:

1. Based on the IFE and EFE Matrix Surya Boutique Hotel Semarang has strong internal and external factors. This is evidenced by the results of the IFE Matrix weighted score of 2.644 and the EFE Matrix weighted score of 3.258.
2. The condition of Surya Boutique Hotel Semarang in the competition of two-star hotel industry in Semarang City based on CPM shows that Surya Boutique Hotel Semarang is in the second position with a total score of 3,023 under Whiz Hotel Semarang which has a score of 3,393.
3. The results of the SWOT matrix analysis obtained 8 (eight) alternative strategies as follows.
 - a. Utilizing a good corporate image and strategic location to attract consumers from various circles.
 - b. Strengthening cooperative relationships with partners and government and non-government agencies to expand the market segment.
 - c. Improve the taste of restaurant food to promote the restaurant in selling lunch and dinner menus.
 - d. Form a marketing team and improve the appearance and information on the website to introduce products and attract consumers.
 - e. Reorganize the number of available rooms based on customer interest.
 - f. Creating promos at certain events in various travel agents, websites, and business

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- partners.
 - g. Improve hotel services and facilities.
 - h. Increase the number of employees with competencies as needed.
4. The most suitable alternative strategy applied to SuryaBoutique Hotel Semarang based on QSPM is to reorganize the number of room availability based on customer interest. QSPM is to rearrange the number of available rooms based on customer interest. This strategy is included in the type of intensive strategy by doing product development. The TAS value of this strategy is 6.968.

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