



## Formulation of Business Strategy And It's Implications On Marketing Strategy At Dynasty Resort Post Pandemic

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### ABSTRACT

Tourism activities in the hospitality sector are paralyzed by the Covid-19 pandemic. This phenomenon resulted in a decrease in profits that impacted Menjangan Dynasty Resort. So, a marketing strategy is needed to increase profits sustainably. This research was conducted to identify internal and external variables, determine business position with IFAS-EFAS matrix and marketing strategy implications. Data were collected through interviews with eight managers and direct observation of the object of research. The data analysis technique used SWOT analysis and IFAS-EFAS matrix. The results of this study show that internal variables are identified based on strengths and weaknesses, and external variables based on opportunities and threats that largely affect the sustainability of the company. The current business position in quadrant V (Hold & Maintain) and the future in quadrant II (Grow & Build) are both at a moderate level. The implication on marketing strategy leads to the activation of relationship marketing.

### INTRODUCTION

Tourism is one sector that has contribution from increasing the country's foreign exchange (Sabrina & Mudzhalifah, 2018). There are many tourist areas located in Indonesia, one of which is located in Bali. Bali is a province that has various tourism areas and is heavily dependent on the tourism sector in its economy. The development of tourism has led to the emergence of many accommodation businesses such as villas, resort, and hotels. One of the resorts located in Bali is the Menjangan Dynasty Resort. Menjangan Dynasty Resort resort five stars located in the Pejarakan area, Gerokgak District, Buleleng Regency. resort it was designed not only as a place to stay, but also created as a tourist destination. Menjangan Dynasty Resort provides various facilities such as a mini bar, air conditioning, flat screen TV, swimming pool, car

park, library, laundry, free bottled water, free instant coffee and various VIP room facilities. Based on data feedback visitors in website Agoda.com, resort this getting on category facilities at 8.9 out of 10. Resort offers natural scenery such as beaches and mountains, cultural diversity and the creative work of the community.

Menjangan Dynasty Resort has consistently experienced growth, but after the emergence of the COVID-19 Pandemic this resort experienced a decline in profits and number of visits. This impact continues to the difficulty of maintaining facilities and the services provided are not optimal. If this problem persists, it could bring down your reputation from the visitor's perception. There are ways to improve the reputation of tourist attractions, namely by innovating marketing strategies carried out on social media and also

implementing survival strategies. Research from a qualitative study by Li, et al. (2021) states that a marketing strategy that can be implemented for promotion is by using social media reach as a marketing channel so that it can achieve business goals. Rahman et al. (2022) in research conducted at Makassar, Bali and Jakarta hotels stated that a survival strategy can be carried out by reducing the number of employees, reducing employee salaries, implementing protocols. Cleanliness, Health, Safety, Environment Sustainability (CHSE), carry out promotions using the platform Ecommerce, divert the recruitment of employees on a regular basis online, empowering daily workers, implementing hotels as lodging facilities for OTG, providing HR self-development and training programs resort, and apply affordable prices.

Based on Table 1, it is known that the number of visitors and income of Menjangan Dynasty Resort will decrease by almost half in 2020. The community chooses to minimize expenses so that they can survive during a pandemic (Dana & Yasin, 2021). I kadek Susastrawan as Resort Manager said that Menjangan Dynasty Resort's revenue decreased each month by up to 50%.

**Table 1. Number of visit and revenue Menjangan Dynasty Resort**

<b>Years</b>	<b>Total Visitors (Person)</b>	<b>Total Income (Rp)</b>
2019	10,494	14,759,276,960
2020	5,935	5,769,388,448
2021	7,446	5,815,636,381
2022	9,749	11,017,018,350

*Source : Menjangan Dynasty Resort, 2022*

This phenomenon occurs because visitors from Menjangan Dynasty Resort are more dominant from foreign countries. As well as government policies implementing restrictions on foreign tourists to Indonesia. In addition to these policies, party resort must prepare additional costs on operations and also implement a new marketing plan to support program Cleanliness, Health, Safety, and Environment Sustainability (CHSE) to anticipate the impact of COVID-19. Menjangan Dynasty Resort applies promotions on a free basis online and offline. Promotion by online carried out through the Menjangan Dynasty Resort website, social media, Google Ads, 3rd party B2C, including collaborating with travel agents such as

Agoda, Booking.com, Expedia, and Traveloka. While offline promotion is done by printing brochures, banners, billboards and fliers. In addition, Menjangan Dynasty Resort uses B2B agents for both domestic and international, travel fairs for domestic and international. This scheme increases spending resort. During the COVID-19 Pandemic, resort it only earns equivalent income to Break Even Point (BEP), where BEP is on resort is in the range of 300 million to 400 million. As a result of implementing CHSE, maintenance rooms, additional promotional costs, in 2022 showed an increase in visits but this increase did not reach the profit before the Pandemic. Profits for 2022, allocated for marketing costs and implementation of CHSE, and this condition has not yet reached the goals of Menjangan Dynasty Resort.

Experienced room occupancy rates decline during this pandemic, needs to be addressed by implementing an innovative marketing strategy. (Rachmadizal, et al. 2022). Innovation in marketing is one factor which can increase revenue and the number of visitors to the resort. Competition in the sector hospitality very tight so that the hotel must determine the right marketing efforts and can attract consumers to visit the resort, so this is where the role of the hotel is needed to use innovative marketing. Innovation requires a strategy to be realized. The strategy becomes a comprehensive design that is carried out to achieve goals (Ahmad, 2019). Marketing strategy is decision making regarding marketing costs, marketing mix, and marketing allocation to expected environmental conditions and competitive conditions (Rahman et al, 2022).

Strategy implementation sales & marketing carried out by Menjangan Dynasty Resort, the management also considers a SWOT analysis to identify internal factors (and external factors). Sales and marketing becomes a dynamic process, which will spur companies to act better than competitors in the same industry (Fitriandari et al., 2015). SWOT analysis is done by knowing the opportunities and threats faced by the company are carried out through an analysis of the company's external conditions (David & Forest, 2016: 171). SWOT analysis has a contribution that is used to build image and relevance that is used to manage companies (Pereira et. al., 2021). Meanwhile, Hendro (2011: 289) states that SWOT analysis is an analysis of internal and external

factors.companies that will influence the decision-making process.

Menjangan Dynasty Resort requires establishing a strategy by making a SWOT analysis to increase visits after COVID-19. Besides that, resort it is necessary to make IFAS and EFAS analysis to find out the current business position to design a future marketing strategy in accordance with the current business position. Yuniantari & Yani (2022) in their research used IFAS & EFAS analysis to formulate marketing strategies in the future. Pandemic at Hotel 100 Sunset Kuta. Research from Nurhabibah & Dewi (2021) uses IFAS & EFAS analysis in formulating marketing strategies to increase room sales at The.Tanis Beach Resort Lembongan. Menjangan Dynasty Resort is currently trying to recover the situation by increasing profits. This can be a challenge for Menjangan Dynasty Resort to restore conditions as soon as possible resort both in terms of income and number of visits.

## METHOD

Study.this was done at Menjangan Dynasty Resort Beach Glamping and Dive Center. This resort is an accommodation with a 5 star rating located in Pejarakan, Gerokgak District, Buleleng Regency, Bali. Menjangan Dynasty Resort is a hotel located in the region. West Bali National Park in northern Bali, Indonesia. The object of this research is the identification of internal and external variables company as the basis for implementing the marketing strategy presented in Table 2.

Respondents in this research were managers in 8 (eight) divisions and one Resort Manager including the Accounting Division, HR Division, Training & GA, Division Engineering Coordinator, Division Housekeeping Supervisor, GSA Division Coordinator, Division Reservation & E-Commerce Executive, Division Sales Executive.

Data was collected using the Delphi method (Okoliyou at the.,2004) with an interview technique that was guided by a questionnaire and made observations on supporting documents such as websites and company profile books.

This study uses quantitative data in the form of data on the number of visits and income in the 2018-2021 period as well as qualitative data in the form of information from the results of structured interviews. Sources of data were obtained through

primary data through in-depth interviews with managers of Menjangan Dynasty Resort, and secondary data obtained through websites and profile books of Menjangan Dynasty Resort.

The collected data were analyzed using the IFAS-EFAS matrix. This technique will interpret the company's business position based on strengths, weaknesses, opportunities and threats (SWOT) factors.

Table 2. Internal and External Variable

Variabel	Faktor Kunci	Sumber
Internal (Kekuatan dan Kelemahan)	Lokasi Resort	Yuliani, dkk. 2022; Abuthahir & Krishnapillai, G. (2018); Li <i>et al.</i> , (2021); Nazlia, (2017); Setiawina <i>et al.</i> , (2018).
	Pelayanan	
	Konsumen	
	Promosi	
	Fasilitas Lengkap	
	Sistem Akuntansi	
	Terintegrasi	
	Keunikan Produk	
	Adopsi Konsep	
	<i>Ecotourism</i>	
	Tingginya Biaya	
	Operasional Hotel	
	Kamar Hotel	
	Tidak Kedap Suara	
	Kualitas SDM Rendah	
Sulit Mencari Karyawan		
Konsep Tenda Luar Tidak Profit		
Eksternal (Peluang dan Ancaman)	Kepuasan Pelanggan	Nazlia (2017), Gunawan (2018), Nugraha dkk. (2022), Yulianthini, <i>et al.</i> (2019)
	Dukungan Kemenparekraf	
	<i>Partnership</i>	
	Perubahan & Kondisi Sosial Ekonomi	
	Kemudahan Akses	
	Minat <i>Wedding Ceremony</i>	
	Meningkat	
	Perubahan Selera Pasar	
	Pesaing Dengan Produk Sejenis	
	Persaingan Harga	
	Perubahan Harga Bahan Baku	
	Kondisi Keamanan tidak Stabil	

## RESULTS AND DISCUSSION

Menjangan Dynasty Resort is a service company that provides accommodation for tourists in North Bali. This company carries the vision, mission and goals in running the business. The vision of Menjangan Dynasty Resort is "To be a leading eco and leisure GLAMPING resort in North West Bali

area where genuine and happy people deliver a great service to every customer”. The vision explains that Menjangan Dynasty Resort wants to deliver value environmentally friendly in the long term and focuses on improving service quality to create the image of a leading leisure destination.

Menjangan Dynasty Resort's missions include 1) To continuously improve our products and services and facilities with the full participation of our people, 2) To respect, recognize and develop our people. Through the involvement of all management to carry out the company's development strategy. In addition, Menjangan Dynasty Resort is also very concerned about the needs and development of the quality of its human resources.

There are 2 (two) objectives of Menjangan Dynasty Resort that adapt to environmental conditions, as well as the main goal of this company to improve the quality of sustainable services by branding resort environmentally friendly. Meanwhile, during the Covid-19 Pandemic, Menjangan Dynasty Resort had a short term goal of getting revenue which exceeds Break Even Point (BEP). However, during the Covid-19 Pandemic the company's BEP increased because it had to support protocol standardization cleanliness, health, safety, environment sustainability (CHSE).

#### **Key internal variables that become strengths and weaknesses today and in the future**

Based on the results. Observations and interviews with the management of Menjangan Dynasty Resort, obtained key internal factors to identify strengths and weaknesses as well as the weights and ratings shown in Table 3. The accumulation table shows the current total IFAS in 2023 of 2.63 and in 2028 of 2.88. The score shows the value is at a moderate level.

#### **Key external variables that are current & future opportunities and threats**

Based on the results of observations and interviews with the management of Menjangan Dynasty Resort, the key external factors to identify opportunities and threats as well as the weights and ratings are shown in Table 4.

Table 4. show the current accumulated total EFAS in 2023 of 2,92 and in 2028 of 3,03. The score shows the value is at a strong level.

Table 3. Determination of Weight, Rating and Weighted Value of Key Internal Factors

No	Faktor Internal Kunci	Saat Ini			Masa Yang Akan Datang		
		Bobot	Rating	Nilai Tertimbang	Bobot	Rating	Nilai tertimbang
<b>STRENGTH</b>							
1	Lokasi <i>resort</i> menawarkan panorama alam	0,19	3	0,57	0,18	4	0,72
2	Pelayanan ramah	0,14	3	0,42	0,17	4	0,68
3	Promosi di berbagai <i>platform</i> sosial media	0,12	3	0,36	0,13	4	0,52
4	Fasilitas lengkap	0,16	4	0,64	0,16	4	0,64
5	Sistem akuntansi terintegrasi	0,11	3	0,33	0,09	3	0,27
6	Keunikan konsep produk	0,15	4	0,6	0,15	4	0,6
7	Mengadopsi konsep <i>ecotourism</i>	0,13	4	0,52	0,12	4	0,48
<b>TOTAL</b>		<b>1,00</b>		<b>3,44</b>	<b>1,00</b>		<b>3,91</b>
<b>WEAKNESS</b>							
1	Biaya operasional cukup tinggi	0,22	2	0,44	0,24	2	0,48
2	Kamar hotel tidak kedap suara	0,19	2	0,38	0,2	2	0,4
3	Kualitas SDM rendah	0,21	2	0,42	0,22	2	0,44
4	Sulit mendapatkan karyawan	0,2	2	0,4	0,19	2	0,38
5	Luas produk tenda terbatas	0,18	1	0,18	0,15	1	0,15
<b>TOTAL</b>		<b>1,00</b>		<b>1,82</b>	<b>1,00</b>		<b>1,85</b>
<b>TOTAL IFAS</b>				<b>2,63</b>	<b>2,88</b>		

Source : data that has been processed

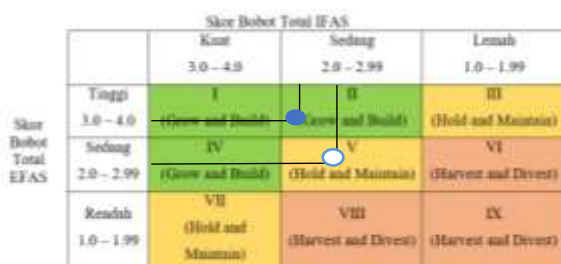
Table 4. Determination of weight, Rating and Weighted Value of Key External Factors

No	Faktor Eksternal Kunci	Saat Ini			Masa Yang Akan Datang		
		Bobot	Rating	Nilai Tertimbang	Bobot	Rating	Nilai tertimbang
<b>OPPORTUNITY</b>							
1	Kepuasan pelanggan	0,21	4	0,84	0,23	4	0,92
2	Dukungan Kemenparekraf dalam mempromosikan wisata Bali	0,2	3	0,6	0,19	3	0,57
3	Kerjasama dengan <i>travel agent</i>	0,12	3	0,24	0,12	4	0,24
4	Perubahan kondisi sosial ekonomi	0,17	3	0,51	0,15	4	0,6
5	Kemudahan akses dengan adanya <i>shortcut</i> Bedugul-Singaraja	0,11	3	0,33	0,14	4	0,28
6	Meningkatnya minat melaksanakan <i>wedding ceremony</i> di Bali	0,19	3	0,38	0,17	4	0,34
<b>TOTAL</b>		<b>1,00</b>		<b>2,9</b>	<b>1,00</b>		<b>2,95</b>
<b>TREAT</b>							
1	Perubahan selera pasar	0,18	1	0,36	0,19	2	0,57
2	Persaingan di sektor yang sama	0,24	2	0,96	0,25	2	1
3	Persaingan harga	0,22	2	0,88	0,21	2	0,84
4	Perubahan bahan baku dan <i>maintenance</i> hotel	0,19	2	0,57	0,18	2	0,36
5	Kondisi keamanan di Bali yang tidak stabil	0,17	2	0,17	0,17	2	0,34
<b>TOTAL</b>		<b>1,00</b>		<b>2,94</b>	<b>1,00</b>		<b>3,11</b>
<b>TOTAL EFAS</b>				<b>2,92</b>	<b>3,03</b>		

Source : data that has been processed

### The company's current business position compared to future predictions is analyzed using the IFAS EFAS matrix

The business position of Menjangan Dynasty Resort is described based on the total weighting of key internal and external factors. The key internal variable in 2023 is 2.63 and in 2028 it will be 2.88. Whereas the external variable in 2023 is 2.92 and in the future in 2028 it will be 3.03. So that the business position of Menjangan Dynasty Resort on the IFAS-EFAS matrix will be shown in Figure 1. Based on the IFAS EFAS Menjangan Dynasty resort chart, currently in 2023 it is in Quadrant V position, meaning Hold and Maintain. the Quadrant indicate The strategy used is to maintain market share and the company's competitive position. Good strategy implemented at Menjangan Dynasty Resort is strategy market penetration and product development. Strategy market penetration suitable for use in the wake-up period after the Covid-19 Pandemic, because companies have to change market share, namely to focus more on traveler domestic. This strategy also goes hand in hand with offering products and services at lower prices. The goal is to defend revenue so as not to decrease in valueBreak Even Point (BEP). As for strategy product development what is being done is updating the standard by adding CHSE with the aim of convincing tourists that Menjangan Dynasty Resort is trying to create a safe atmosphere. These results are in line.with research conducted by Rubihanto (2022) stating that companies in Quadrant V focus on horizontal integration to maintain business.



Sumber: Rangkuti (2015) and adjusted to the results of the weight calculation

Figure 1. Business Position on the IFAS-EFAS Matrix

Description:

- Current (2,63 ; 2,88)
- Future (2,92 ; 3,03)

In the future it will be in Quadrant position.II which means Grow and Build (Rangkuti, 2015).

Strategy for Menjangan Dynasty Resort should implement a strategy intensive like Market penetration, market development, and product development. The increase to quadrant II position describes a situation where Menjangan Dynasty Resort is starting to adapt to post-pandemic conditions that allow future integration strategy applications to grow and develop the business. Quadrant IV position which means Grow and Build in Ikatrinasari's research you at the (2020) includes the same quadrant group as the results in the current position in this study. Indicate the company are in a strong internal condition and are able to respond to opportunities and threats. The following strategies can be applied:

#### 1. Market penetration

One of the variables that determine the success of the marketing strategy at Menjangan Dynasty Resort, in the future is by doing promotions. The COVID-19 pandemic has subsided, and economic conditions, especially in the tourism sector, are more stable. The market penetration strategy at Menjangan Dynasty Resort can expand its market share by refocusing on attracting foreign tourists, making periodic and planned discounts such as making room discounts on certain days. But on the other hand price is also a reference in the quality of a product. Menjangan Dynasty Resort has a price that has been set by management according to the product, both standard prices and package prices. Menjangan Dynasty Resort also implements a customer loyalty program, where the resort can provide incentives to frequent guests, such as special discounts, access to exclusive facilities, or other special offers.

#### 2. Market development

The market development strategy carried out by Menjangan Dynasty Resort is to empower the view of Pasir Putih beach and the park not only as a facility, but also as a venue for holding weddings. Build good relations with local communities. Resorts can participate in local events and forge partnerships with local actors to offer guests authentic experiences, to increase visibility and appeal to tourists. Resorts can also increase product capacity by providing more rooms. The increase in the number of rooms is in line with the market penetration strategy, in which the resort is able to expand its market share and is able to provide more available rooms to visitors. Apart from being a

beautiful place, Menjangan Dynasty Resort also has human resources which greatly determine the success of hotel marketing. ability, attitude, and the tidiness of employees greatly determines good relations with tourists and relations with business partners. The image that is formed in a hotel is highly reflected in the human resources it has.

### 3. Product development

The product development strategy carried out by Menjangan Dynasty Resort is to renew and add to the completeness of the facilities offered by the products. Menjangan Dynasty Resort has several Glamping Tent products, Pasir Putih Beach Club and Bar, Pasir Putih Spa with private seaside spa pods, Pasir Putih Dive & Watersports Center managed by Bali Hai Diving Adventures. Based on the current and future business position, it needs to be done product development. The design and architecture of the resort building, both exterior and interior is very attractive, so it can give a good first impression to visitors. Facilities such as swimming pools, spas, fitness centers, restaurants, bars, gardens and recreational areas are also part of the physical evidence provided by Menjangan Dynasty Resort to satisfy visitors. By increasing the standardization of each facility in the product, resorts can also develop the services provided to visitors, where resorts can provide concierge services that assist guests in planning tourist activities, provide food and beverage menu recommendations that can be adjusted to visitor preferences, and provide massage services or in-room beauty treatments. Resorts can also take advantage of technological developments to develop products. Resorts can take advantage of technological innovation by adopting self-check-in and check-out systems that use smart lock technology.

### Marketing Strategy Implications

Given the conditions in the business market after the pandemic, competition has become even higher, namely with the emergence of a variety of new or similar products/services being offered to customers. To keep Menjangan Dynasty Resort surviving and superior to competitors, activation is required brand awareness and creating new marketing strategies to increase customer visits.

Brand Awareness used to increase customer awareness of the existence of a brand or company.

This is done by creating relationship marketing, frequency marketing and membership marketing. Aims to establish and maintain relationships between the company and its customers for a long time, in other words, it is called a loyal customer. At this stage customer loyalty is shown through their actions recommending and promoting Menjangan Dynasty Resort to other parties or known as word of mouth.

### CONCLUSION

Based on the results of the IFAS-EFAS analysis that has been obtained, concluded that the business position of Menjangan Dynasty Resort Is at in quadrant V for the present and quadrant II in the future. Quadrant V means Hold and Maintain, indicating the strategy used is to maintain market share and competitive position of the company. A good strategy is implemented at Menjangan Dynasty Resort, namely strategy market penetration and product development. In the future to be in position quadrant II which means grow and build. Strategy for Menjangan Dynasty Resort should implement an intensive strategy. Enhancement To position quadrant II describes a situation where Menjangan Dynasty Resort is starting to adapt to conditions after the pandemic which allows the application of strategies to integrate forward to grow the business and develop again.

The suggestions proposed for Menjangan Dynasty Resort are to improve quality in all internal aspects of the resort so that the strengths and resources they have can be utilized properly and optimally in hotel promotion activities as well as in the promotion of tourist areas that have the potential for hotels to be improved and carried out continuously to attract tourist visiting power. Do an evaluation and control over the implementation of performance in achievement of vision and mission and the destination Menjangan Dynasty Resort.

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