

ABSTRACT

By conducting an external analysis: macro analysis and industry analysis and internal analysis: Analysis resource-based view and analysis of the value chain. Then known opportunities and threats in the hotel industry with 4 star facilities in Bogor, as well as the strengths and weaknesses of the HPR. There are 8 key success factors (KSF) in the hotel industry, namely: quality of service, professional human resources, location, amenities, pricing, networking, financial and accredited standards. KSF proceed with the analysis of the competitive profile matrix (CPM), which compares HPR with R Hotel Rancamaya, The 101 Bogor Suryakencana Hotel, Hotel Santika Bogor, Novotel Bogor Golf Resort and Convention Center and Hotel Salak The Heritage. Further, analysis TOWS and quantitative strategic planning matrix (QSPM) to determine the medium-term strategy. Medium-term strategy is selected there are two, namely: market penetration and product development. Referring to the strategy that has been selected, then it will proceed with designing the strategy map of the balanced scorecard (BSC) with strategic initiatives that will be on HPR during the years 2018-2021.

Keywords: Macro, industry, RBV, value chain, KSF, CPM, TOWS, QSPM, BSC, initiative strategic

ABSTRAK

Dengan melakukan analisis eksternal: Analisis makro dan analisis industri serta analisis internal: Analisis *resource-based view* (RBV) dan analisis rantai nilai. Maka diketahui peluang dan ancaman di dalam industri perhotelan berfasilitas bintang 4 di Kota Bogor, serta kekuatan dan kelemahan yang dimiliki HPR. Ada 8 faktor kunci sukses (KSF) di dalam industri perhotelan, yaitu: Kualitas pelayanan, sumber daya manusia yang profesional, lokasi, fasilitas, harga, *networking*, keuangan, dan standar terakreditasi. Dari KSF dilanjutkan dengan analisis *competitive profile matrix* (CPM) yang membandingkan HPR dengan R Hotel Rancamaya, The 101 Bogor Suryakencana Hotel, Hotel Santika Bogor, Novotel Bogor Golf Resort and Convention Center, dan Hotel Salak The Heritage. Selanjutnya dilakukan analisis TOWS dan quantitative strategic planning matrix (QSPM) untuk menentukan strategi jangka menengah. Strategi jangka menengah yang dipilih ada 2, yaitu: Penetrasi pasar dan pengembangan produk. Mengacu dari strategi yang sudah dipilih, maka akan dilanjutkan dengan merancang peta strategi dengan *balanced scorecard* (BSC) dengan inisiatif strategi yang akan menjadi rekomendasi untuk HPR selama tahun

2018-2021.

Kata kunci: Makro, Industri, RBV, rantai nilai, KSF, CPM, TOWS, QSPM, BSC, inisiatif strategis