



# Analysis of Marketing Strategies to Achieve Room Occupancy Targets with the SWOT Method at Grand Tamaro Parapat Hotel

Geby Hotmauli Malau\*, Iriani

Department of Industrial Engineering, Faculty of Engineering, Universitas Pembangunan Nasional "Veteran" Jawa Timur, Jl. Rungkut Madya No.1, Gunung Anyar, Surabaya 60294 Indonesia

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## ABSTRACT

Hotel is one of the service businesses that can support improving the tourism industry through the facilities and infrastructure provided. The marketing strategy carried out by a hotel is very influential on the success of achieving the room occupancy target set by the hotel. Grand Tamaro Hotel is one of the hotels located in a tourism city in Indonesia, namely the city of Parapat, which is experiencing a problem of decreasing room occupancy rates, where from 2020 to 2022 Grand Tamaro Hotel cannot reach the room occupancy target that has been set. This study aims to determine the marketing strategy for achieving room occupancy targets using the SWOT method at the Grand Tamaro Hotel. This research is a quantitative study using purposive sampling technique as a sampling technique. The sample in this study were visitors who had visited the Grand Tamaro Hotel at least once with a total of 80 respondents. The results of this study indicate that the position of the Grand Tamaro Hotel is in quadrant II, namely the position of the diversification strategy with an IFAS score of 3.9 and an EFAS score of 4. This position shows that the Grand Tamaro Hotel faces several threats but has internal strengths. The strategy that must be applied during this condition is to take advantage of strengths to maximize long-term opportunities. Judging from the condition of the hotel, the strategy that can be applied is the S-T strategy which utilizes strength factors to overcome the threats at the Grand Tamaro Hotel.

\*Corresponding Author

Geby Hotmauli Malau

E-mail: [gebymalau123@gmail.com](mailto:gebymalau123@gmail.com)

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## 1. INTRODUCTION

The tourism industry in Indonesia is experiencing very rapid growth as evidenced by the many tourist attractions that have sprung up in each region. In order for the number of tourists visiting an area to continue to increase, it is necessary to pay attention to the facilities

and infrastructure that support these tourist attractions. One of the businesses in the service sector that can improve the tourism industry is the hotel. A hotel is a building that has several rooms, facilities, and services that are rented out for rest and business (Widyastuti, 2018). Grand Tamaro Hotel is one of the businesses in the

service sector located in Parapat City, Simalungun Regency. Grand Tamaro Hotel is located on Jl. TPR Sinaga No.29, Simalungun, Kec. Girsang Sipangan Bolon, Simalungun Regency. Grand Tamaro Hotel is one of the 3-star hotels in Parapat City which is only 500

meters from Lake Toba. Grand Tamaro Hotel sets an annual room occupancy target of 12000 rooms. However, until now the room occupancy rate targeted by the Grand Tamaro Hotel has not reached the target that has been set. This can be seen in table 1 below:

**Table 1.** Room occupancy data for Grand Tamaro Hotel 2019-2022

Year	Room Occupancy	Room Occupancy Target	Occupancy Achieved	Remarks
2019	13661	12000	114%	Achieved
2020	3640	12000	30%	Not Achieved
2021	4634	12000	39%	Not Achieved
2022	9870	12000	82%	Not Achieved

From the data above, it can be seen that the room occupancy rate decreased dramatically in 2020 due to the covid-19 pandemic. In 2021 room occupancy began to increase along with conditions that began to normalize. However, although the room occupancy rate began to increase, it never reached the target again as in 2019 of 13661 rooms.

Based on BPS data in 2021, the number of hotel units around Lake Toba, both starred and non-starred, is 300 hotels. The number of competitors who offer lower prices causes consumers to have many alternatives to choose a hotel. The existence of the Grand Tamaro Hotel as a hotel business can obviously be threatened. The increasingly fierce level of competition requires the hotel management to determine and implement an appropriate policy to maintain the survival of the hotel and increase revenue, one of which is by maximizing the application of hotel marketing strategies. (Zainuri et al., 2019).

According to Hidayat & Latief, (2018) SWOT analysis focuses on internal factors, namely strengths and weaknesses and external factors, namely opportunities and threats, which are important in the success of the company. SWOT analysis is used to take advantage of existing strengths and opportunities, and minimize weaknesses and threats. In addition, SWOT analysis is useful for recognizing the current situation, environment, and conditions in order to determine the strategy that the company should carry out (Melasari et al., 2019).

Grand Tamaro Hotel needs the right marketing strategy in order to achieve the room occupancy target that has been set. The efficient method to use in this research is the SWOT (Strengths, Weakness, Opportunities, Threats) method. With SWOT analysis, strategic plans and decisions can be made by understanding and analyzing the internal and external business environment by identifying the relationship between Strengths, Weaknesses, Opportunities, and Threats.

**2. LITERATURE REVIEW**

**A. Marketing Strategy**

According to Rahim & Mohamad, (2021), a marketing strategy is a comprehensive, integrated and unified marketing plan in the marketing field, which can provide guidance on the activities that the company will carry out so that its marketing objectives can be achieved. Business must have a marketing strategy which is also a marketing mix in order to influence purchasing decisions which will have an impact on sales volume and face intense competition for similar products and services (Ikhsanto, 2020). Marketing strategy is an effort to market a products in the form of goods and services using certain patterns and strategies to increase sales (Afiana & Aryanny, 2023).

**B. Marketing Mix**

A successful marketing strategy is usually determined by one or more marketing mix variables. Therefore, companies may develop product, pricing, distribution, or promotion strategies, or combine these variables into an overall strategic plan. Variables in the

marketing mix are used as a reference in determining indicators that influence internal factors. There are seven marketing mix variables used by service companies, namely (Muhammad Supriyanto & Muhammad Taali, 2022): (1) Product, is everything that is offered to consumers, (2) Price, is the price that consumers have to pay to get a product or service, (3) Place, are various activities carried out by companies to make products or services easily accessible and available to consumers, (4) Promotion, as a tool to influence consumers in making purchasing decisions or using services, (5) People, functions as a service provider that greatly affects the quality of the services provided, (6) Process, process is the company's way of serving its customers, (7) Physical Evidence, is the physical environment of the business where services are provided. Identification of internal factors is needed to find out the strengths that can be used in overcoming existing weaknesses in the company by conducting an identification process of various factors in the company's functional areas such as human resources, location, production, marketing, finance / accounting, and management (Makkarennu et al., 2019).

### **C. SWOT Analysis**

SWOT analysis is a method of evaluating strengths, weaknesses, opportunities, and threats in business considerations. SWOT analysis is a tool to identify various factors that are systematically formed and used to develop business strategies (Maisaroh & Waluyo, 2023). The purpose of external analysis is to develop a list of opportunities that can benefit the company as well as identify threats that the company should avoid. By analyzing the EFAS matrix, a business is expected to get an overview of the circumstances that cannot be controlled by the company (Zulfa & Rachmawati, 2021). The benefit of SWOT analysis is that it can determine strategies in relation to future plans and implementation, it is hoped that the company will be able to choose the best policies and plans for future business development. According to Makkarennu et al., (2019) the identification of these external factors is necessary to develop opportunities that can be utilized to overcome possible threats. These external factors are divided into two environments, namely, the

macro environment (including demographic factors, economic factors, natural factors, and political factors) and the micro environment (including company conditions, consumers, competitors, and substitute products).

After determining the internal and external matrix, a SWOT analysis is carried out to determine the condition of the company. According to Tambunan & Agushinta R, (2020) SWOT analysis can be used in various ways to improve analysis in strategy setting efforts. The benefit of SWOT analysis is that it can determine strategies related to future plans and implementation, it is hoped that the company will be able to choose the best policies and plans for future business development (Muhlisin et al., 2020). Generally what is often used is as a systematic framework/guide in discussions to discuss basic alternative conditions that may be considered by the company. The SWOT analysis diagram explains how the right combination of strategies in internal factors and external factors in business activities, divided into several quadrants (Prince et al., 2019). Quadrant 1: this is a very favorable situation where the company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth oriented strategy). Quadrant 2: despite facing various threats, the company still has strengths from internal strategies. The strategy that must be applied is to use strengths to take advantage of long-term opportunities by means of a diversification strategy (product/market). Quadrant 3: the company faces huge market opportunities, but on the other hand, it faces some internal constraints or weaknesses. The focus of this company's strategy is to minimize its internal problems so that it can seize better market opportunities. Quadrant 4: this is a very unfavorable situation, the company faces various threats and internal weaknesses.

According to Indrayani Hamin et al., (2023) after knowing the condition of the company through the SWOT matrix diagram, the four factors, namely strength (S), weakness (W), opportunities (O) and threats (T) are analyzed and a SWOT matrix is made and then a

strategy is formulated with the following combination format:

- SO: strategies to identify and seek opportunities from the sources of strengths that are owned.
- WO: strategies to overcome existing weaknesses with the opportunities they have.
- ST: strategies to overcome threat constraints based on the strengths possessed.
- WT: strategies to reduce weaknesses so as not to be affected by existing threat constraints.

### 3. RESEARCH METHOD

The data in this study uses primary data where data is obtained through surveys. Respondents in the survey were randomly determined for visitors to the Grand Tamaro Hotel who had visited the hotel at least once and internal hotel parties. The distribution of research questionnaires by applying Purposive Sampling techniques in this study. This study used a sample of 80 respondents, where the number was obtained from calculations using the Bernoulli formula. The method used to determine the marketing strategy in this study is SWOT analysis. SWOT analysis is carried out by analyzing internal and external factors by giving weighting and rating to each indicator. SWOT analysis is a systematic identification of factors to formulate a strategy. This analysis is obtained to maximize strengths and opportunities and can simultaneously minimize weaknesses and threats. SWOT analysis can be applied by analyzing and sorting out various things that affect the four factors, then applying them in a SWOT matrix image. How strengths are able to take advantage of existing opportunities. How to overcome weaknesses that prevent benefits from opportunities, then how strengths are able to deal with existing threats. How to overcome weaknesses that can make threats real or create a new threat (Wiswasta et al., 2018). The steps of problem solving (Flowchart) can be seen in Figure 1.

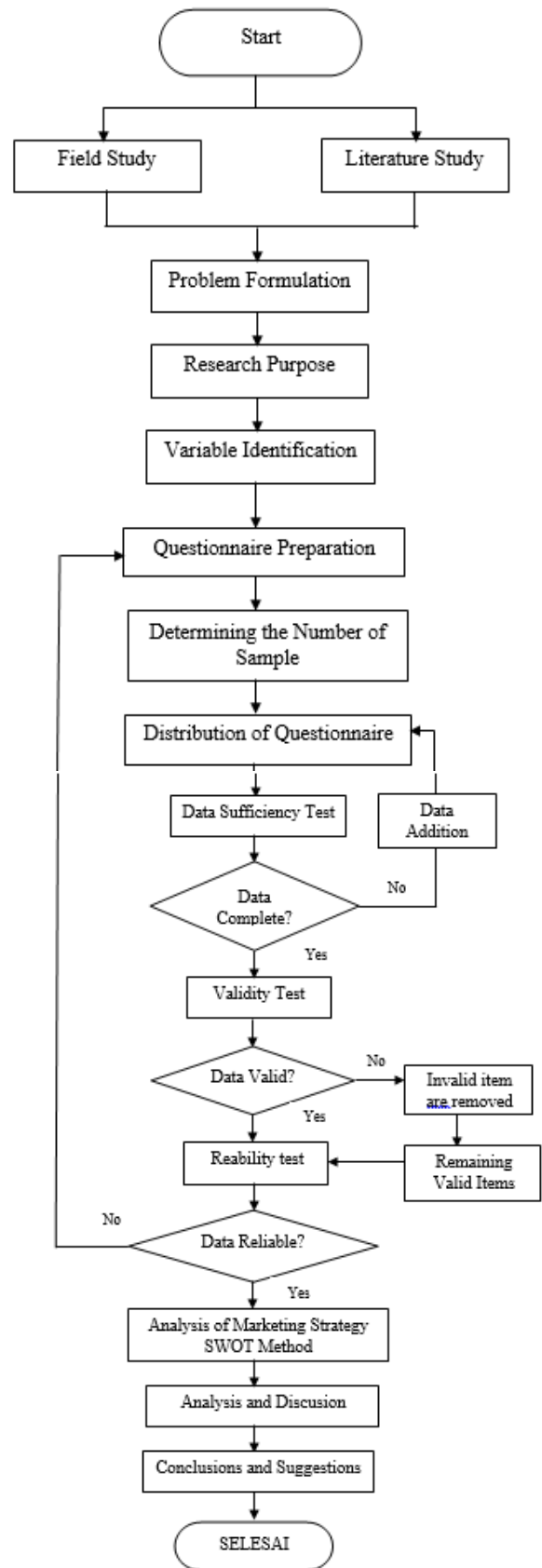


Figure 1. Problem solving steps

**4. RESULT AND DISCUSSION**

**IFAS and EFAS Matrix**

Internal factors are entered into a matrix called the IFAS matrix (Internal Strategic Factor Analysis Summary). External factors are entered into a matrix called the EFAS matrix (External Strategic Factor Analysis Summary). Through the IFAS and EFAS matrices, it is carried out to assess the strengths, weaknesses,

opportunities and threats that the company currently has and determine its priorities.

The IFAS matrix is used to evaluate the internal factors of the Grand Tamaro Hotel. The EFAS matrix is used to evaluate the external factors of the Grand Tamaro Hotel.

Based on the tabulation of data obtained from respondents, the results show an analysis of internal and external factors as follows:

**Table 2.** Internal factors

No	Internal Factors	Weight	Rating	Score
<b>Strength</b>				
1.	Number of room types	0.061	3.9	0.238
2.	State-of-the-art hotel facilities	0.063	4.0	0.255
3.	Modern and simple room decoration	0.068	4.3	0.296
4.	Discounts during certain events or months	0.064	4.1	0.263
5.	Hotels close to public facilities and entertainment venues	0.066	4.2	0.283
6.	Promotion through social media	0.054	3.4	0.188
7.	Attractive employee appearance	0.064	4.1	0.270
8.	Speed of check-in and check-out process	0.065	4.2	0.276
9.	Building appearance	0.059	3.8	0.229
10.	Completeness of supporting facilities	0.062	3.9	0.246
<b>Total Strength Score</b>		<b>0.63</b>		<b>2.5</b>
<b>Weakness</b>				
11.	The room price is not in accordance with the standard of 3-star hotels in the vicinity	0.060	3.8	0.231
12.	Not promoting at events such as festivals directly	0.061	3.9	0.238
13.	Inconsistent in conducting promotional activities	0.062	4.0	0.249
14.	Hotel employees are still lacking in serving visitors	0.063	4.1	0.262
15.	The hotel is not responsive in handling guest requests	0.066	4.2	0.280
16.	The reservation process lacks a variety	0.056	3.6	0.205
<b>Total Weakness Score</b>		<b>0.37</b>		<b>1.4</b>
<b>Total Internal Factors</b>		<b>1.0</b>		<b>3.9</b>

(Source : processed data)

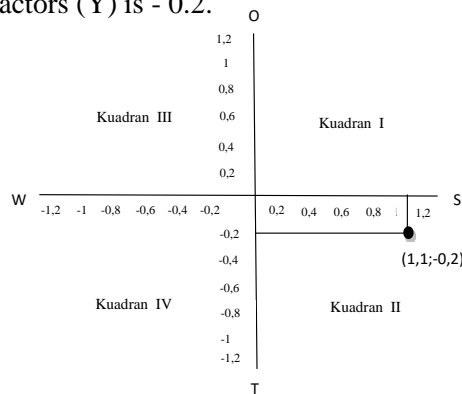
**Table 3.** External factors

No	Faktor Eksternal	Bobot	Rating	Skor
<b>Opportunities</b>				
1.	Organizing live music with the theme of local culture	0.115	4.1	0.48
2.	Government programs to increase tourism	0.104	3.7	0.39
3.	Utilizing internet or digital access in sales	0.098	3.5	0.35
4.	Cooperation with government or private agencies	0.102	3.7	0.33
5.	Hotels provide Lake Toba tourism tours	0.096	3.4	0.37
<b>Total Opportunities Score</b>		<b>0.51</b>		<b>1.9</b>
<b>Threats</b>				
6.	Competitors offer lower prices	0.119	4.3	0.51
7.	High hotel growth rate	0.123	4.4	0.55
8.	New hotels have the same facilities	0.121	4.4	0.53
9.	The number of new entrants into the hotel-like lodging industry (homestay, guest house, hostel, inn)	0.117	4.2	0.49
<b>Total Threats Score</b>		<b>0.49</b>		<b>2.1</b>
<b>Total External Factors</b>		<b>1.0</b>		<b>4.0</b>

(Source : processed data)

**IE (Internal-External) Matrix**

From the IFAS and EFAS values obtained, each factor is obtained, namely strengths of 2.5, weaknesses of 1.4, opportunities of 1.9, and threats of 2.1. So it is known that the difference between the scores of the strengths and weaknesses factor (X) is 1.1. While the difference between the opportunity and threat factors (Y) is - 0.2.



**Figure 2.** SWOT IE matrix (internal-external)

From the Figure 1, it can be seen that Grand Tamaro Hotel is located in quadrant II, meaning that Grand Tamaro Hotel can implement a diversification strategy. The hotel will be hit by several threats, but the hotel has strengths from an internal perspective. This condition is the same as the results of research Christiawan (2022), namely the Amaris Teuku Umar Hotel is in quadrant II, namely the diversification quadrant where the Amaris Teuku Umar Hotel faces several corporate threats, as well as marketing strategies but the Amaris Teuku Umar Hotel still has strengths from an internal perspective. so the strategy that must be applied during this condition is to take advantage of long-term opportunities. The strategy that must be applied is to use strengths to maximize long-term opportunities. Internal strengths that can be utilized are the modern and simple decoration of hotel rooms, the strategic location of the hotel (located in Parapat City close to the Port), the speed of the check-in and check-out process, the appearance of neat and polite employees, discounts given by the hotel during certain events or months, the hotel has sophisticated facilities such as elevators and smart locks, complete supporting facilities (such as swimming pools, large parking lots, restaurants), the number of room types offered by the hotel, the appearance of the building with

a modern and classic style. Grand Tamaro Hotel has internal strengths that are defensive enough to face threats. In this position, the thing to do is to have strategic factors that maximize strengths and be aware of threats.

Based on the SWOT matrix above, there are four alternative strategies that can be carried out by Grand Tamaro Hotel, namely: (1) S-O Strategy. This strategy supports aggressive strategies by using strengths and making good use of existing opportunities. Judging from the strengths and opportunities possessed by the Grand Tamaro Hotel, the strategies that can be applied are:

- Implement digital marketing to increase occupancy. With technological advances, the promotional media used must be innovative. The use of the internet, applications or websites and social media must be increased.
  - Collaborate with government and private agencies to increase hotel brand awareness. Expanding the network with government or private organizations can increase hotel brand awareness.
  - Organizing events that can attract visitors such as live music with the theme of local culture. Utilizing the supporting facilities owned by the hotel, the hotel can hold events that can attract visitors.
- (2) S-T Strategy. This strategy supports a diversification strategy by utilizing strengths by avoiding threats that might jeopardize business conditions. Judging from the strengths and threats possessed by the Grand Tamaro Hotel, the strategies that can be applied are:
- Make the latest innovations for the hotel to make it look unique and attractive. Continue to innovate facilities and services that are different from competitors so that hotels can compete.
  - Provide maximum service so that guests feel safe and comfortable so that they can compete with new competitors around the hotel.
  - Offer packages with special prices that attract guests to stay so that visitors are more interested. Product strategy by creating attractive packages. These packages can be tailored to the needs of

visitors such as offering a stay package plus a Lake Toba tour. (3) W-O Strategy. This strategy supports the turnaround strategy by overcoming weaknesses and taking advantage of existing opportunities. Judging from the weaknesses and opportunities owned by the Grand Tamaro Hotel, the strategies that can be applied are:

- Conduct training and evaluations for hotel employees on a regular basis to develop Grand Tamaro Hotel's human resources. Training and evaluation cannot be done instructional only. Employees must understand and experience firsthand the improvements that must be addressed.
- Collaborating with online travel agents on various platforms to make it easier for visitors to make reservations. Cooperation with Online Travel agents can reach a wider market.
- Increase the frequency and quality of promotions both directly and through social media. In addition to promotion through social media, promotions can be carried out by participating in tourism festivals so that Grand Tamaro Hotel is better known. (4) W-T Strategy

This strategy supports a defensive strategy to overcome all existing weaknesses and threats. Judging from the aspects of weaknesses and threats owned by the Grand Tamaro Hotel, the strategies that can be applied are:

- Keep an eye on competitor developments, especially in terms of price by conducting competitor analysis. Grand Tamaro Hotel needs to analyze the quality and price of similar hotels as a comparison to improve the quality of the hotel to be even better.
- Analyze the decoration and quality of service at similar hotels. Grand Tamaro Hotel must map the quality of similar hotels or competitors so that the hotel knows how complex the strategy is that must be implemented.

## 5. CONCLUSION

The strategy that can be applied is the S-T strategy which utilizes strength factors to overcome the threats that exist at the Grand Tamaro Hotel. The strategy that can be applied by the Grand Tamaro Hotel is to make the latest innovations for the hotel to make it look

unique and attractive. Continue to innovate facilities and services that are different from competitors so that hotels can compete, provide maximum service services so that guests feel safe and comfortable so that they can compete with new competitors around the hotel, offer packages with special prices that attract guests to stay so that visitors are more interested. Product strategy by creating attractive packages. These packages can be tailored to the needs of visitors such as offering a stay package plus a Lake Toba tour.

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