

Formulation of Business Strategy and Implication on Marketing Strategy in *Janji Laut* Resort, Manado

Yuke Luviana
Departemen Magister Manajemen
Universitas Komputer Indonesia
Bandung, Indonesia
yukeluviana25@gmail.com

Dedi Sulistiyo Soegoto
Departemen Magister Manajemen
Universitas Komputer Indonesia
Bandung, Indonesia
dedi@email.unikom.ac.id

Abstract—The tourism sector is one of the largest sources of income for the country. This is not apart from the support of the hospitality industry that becomes supporting means to meet the needs of tourists. This research aims to determine which variables are the sources of strengths, weaknesses, opportunities, and threats, as well as to find out their business position on the IE matrix. Janji Laut Resort Manado is a three-star resort that provides services in the form of lodging with adequate facilities that have the potential to continue to thrive. Nevertheless, there is an increase in the number of tourists who come to Manado city and it is unbalanced with the number of guests staying in the Janji Laut Resort Manado. This suggests that the company needs to review the strategies used in dealing with a continually changing business environment, especially internal and external factors within a company. The need to analyze factors that become the source of the strengths, weaknesses, opportunities, and threats faced by the company so that the right strategy could be formulated, which can be used in achieving the objectives of the company. The study used descriptive design with data analysis techniques using internal-external matrices, which are analytical tools to determine the company's strategy and position.

Keywords—Internal and External Environment, Internal External Matrix, Business Strategy

I. INTRODUCTION

Tourism is one of the largest and strongest potential industries in the world. In many countries, the tourism industry is often used as an economic drive motor in development and improved welfare by bringing foreign exchange for a country[1]. One of the countries that rely on the tourism sector as a means to improve the economy in various regions in Indonesia. Indonesia has a strategic geographical location and is known as a country rich in natural beauty and culture. One of the areas of Indonesia that are currently developing in its tourism field is North Sulawesi province. North Sulawesi Province was crowned as The Rising Star tourism Sector in April 2019; this is due to the high traffic of domestic and foreign tourists who come to North Sulawesi, especially Manado city which is famous for its beauty Nature and its subsea biota. In 2017 the number of tourists coming to Manado city reached 86,976 foreign tourists and 1,866,000 domestic tourists. In 2018 there was an increase in the number of tourists to 122,374 foreign tourists and 2,919,916 domestic tourists[2]. The increasing number of tourists who come will certainly affect parts of the world of tourism, such as tourism places, restaurants, travel agencies to hospitality[3].

The hotel or resort is an essential part of the smooth tourism trip, as the hotel is a temporary residence that can fulfill the needs of tourists by providing various facilities. Of course, each hotel has a target set annually to be able to defend their position in the world of competition[4]. If the hotel is unable to compete and has a continuous drop in room occupancy, it shows that the strategy used by the company is no longer reliable to attract tourists to visit. If it is left without making changes, it can be indirectly threatening the survival of the hotel itself, and the impact will affect the area of revenue that the hotel is in. Not only that, if a hotel is closed because it is not able to compete, then it will increase the amount of unemployment in the area[5]. From here, we see the need for a review of the business strategy to be conducted by reformulating business strategies by considering the company's external and internal factors, as well as determining the strategy of effective marketing to support the company to be able to win the competition.

The hotel or resort that is currently experiencing the problem is the Janji Laut Resort Manado. The Resort was identified as unable to reach the target room occupancy which had been previously targeted for the last 4 years[6]. Judging from the data obtained through the BPS of Manado City as explained before, the high tourist visit that came to Manado city is not followed by the achievement of the target resort in increasing the occupancy of the room. This data can be seen in Table 1 below.

TABLE I. TARGET AND REALIZATION OCCUPANCY RATE JANJI LAUT RESORT MANADO YEAR 2015-2018

Year	Target	Realization
2015	75%	29%
2016	75%	38%
2017	80%	37%
2018	80%	41%

Source: Management of Janji Laut ResortManado, 2019

Table 1 illustrates the improvement in the realization of the resort room occupancy but still far from the target that has been set. Surely this cannot be left continuously if the Janji Laut Resort Manado does not want to lose its market share resulting in a decline in revenues to the reduction of employees because it is not able to cover the operating costs Company[7]. This proves that the strategy used by Janji Laut Resort does not currently affect significantly increasing the number of tourists to stay at the resort. This

suggests that there is a need for a reformulation of a business strategy to be used, taking into consideration various aspects of the company's external and internal environments and determining effective marketing strategies to determine the position and defend the resort's existence in order to win competition[8].

This research aims to find out and analyze the business strategy as well as the marketing performance used today, as well as see the barriers to the implementation of marketing strategy in the Janji Laut Resort Manado. The main focus is to get an idea of internal and external factors to be re-formulated so it became an alternative business strategy and marketing strategy are those who have a position like a manager up to Director of the Janji Laut Resort consisting of five people. According to Hitt, Ireland, and Hoskisson (2011), competition strategy is achieved when the company successfully formulates and implements the value of creating strategies[9].

To be able to measure competitiveness, the organization will use some models and tools such as competitive profile matrix (CPM), it is one of the most popular among practitioners. This tool will provide a "compelling visual capture point by providing the necessary information from the competition and can be the basis for organizational strategy" (Bygrave and Zacharakis, 2011, p. 243).

In relation, research into the formulation of business strategy and marketing strategy has been supported by pre-existing theories, one of which was expressed by Pearce & Robinson (2013) explaining that strategy is a plan scaled With a future orientation to interact with competition conditions to achieve the company's objectives[10]. Still, according to Pearce & Robinson (2013) defines strategic management as a set of decisions and actions that produce formulations and implementations of plans designed to achieve the purpose of a company.

According to David, Fred R. (2011), the strategy management process consists of three phases, namely:

1. Formulation of Strategy
2. Strategy implementation
3. Strategy evaluation

In addition, there are a few things that should be considered in formulating business strategies to be used, such as considering internal and external factors in the company's environment. Capps and Glissmeyer (2012) said that combining both Internal Factor Evaluation Matrix (IFE) and the External Factor Evaluation Matrix (EFE) into a Competitive Profile Matrix (CPM) separately will be more helpful for formulating strategies and Act. Internal and external factors are considered able to increase strength in analyzing the competitive environment more accurately, so we can also see the current company position.

Senthilkumar et al. (2014) explained that the benefits gained from using IFE and EFE are:

1. Does not require certain skills
2. Can avoid misunderstandings because it is easy to understand
3. Focus on both internal and external key factors affecting the company's strategy

4. Can be used to build analysis such as SWOT, IE matrix, Comparison matrix, and GE matrix.

II. METHODS

This study used a qualitative descriptive method with a case study approach to the problems in Janji Laut Resort. The variables present in this study can be used to help reformulate strategies using SWOT analysis and to perform IE and EFE's matrix to help analyze them further. The respondents in this study were the director, General Manager, Manager of sales and marketing, F&B Manager, and Finance Manager. The data collection procedure in this study is sampling judgmental. According to Malhotra (2009), the selection of elements to be inserted in this sample corresponds to the population being researched. As for determining the sample size is to use the Purposive sampling method which establishes the sample with consideration as a decision-maker.

This research is done to help solve the problem that is being experienced by the Janji Laut Resort which is not currently able to reach the target room occupancy within 4 years last. This is because the lack of effective marketing, the market share is not growing, the application of strategies in running business or business does not match the development of the era until human resources are less capable of conducting work. Therefore, the resort is assessed to make a reformulation of strategies to improve competitiveness as well as improve the marketing performance that will affect the room occupancy and resort revenue to be able to withstand business competition which is quite tight nowadays.

1. Kadek Dewi Fadmawati in 2011 with the thesis title of *Reformulation Marketing Strategy to increase Occupancy Room Rate at Four Seasons Resort Jimbaran Bali*. The equation of his research is on how to improve the room occupancy in the resort, while the difference is the method of the worry used.
2. Crhistedi Permana Wijaya and Tri Priyono Budi Santoso in 2018 with the journal *Marketing strategy in improving room occupancy rate at Hotel Bali Mandira Legian-Bali*. The similarities are to know the right marketing strategy in marketing, while the difference is the scope in the formulation of business strategy.
3. Pande Ketut Ribek in 2016 with the journal entitle *The Competing Strategy Formulation and Implications for Marketing Performance at Yansugem Art and Design Gallery*. The similarities are the methods of analysis used in the form of SWOT and IE matrix, while the difference is the object of research and marketing performance studied.
4. Reni Nurhayati and Astri Wulandari in 2017 with the journal entitled *Implementation of Marketing Strategy at Kamojang Green Hotel & Resort Garut in 2017*. The similarities are to know the development of marketing strategy, while the difference is that the research uses rigs to measure not the formulation of strategies.
5. Princess Anggreni in 2015 with the journal entitled *Marketing Strategy Waka Namya Resort & Spa Ubud-Bali*. The similarities are efforts to increase market competition, both domestically and internationally,

while the difference is Variables, which is the determining factor of the strategy.

External Environmental Analysis

According to Fred R. David (2011), the purpose of external audits is to build a limited list of opportunities that can benefit a company and threats that the company needs to avoid. External forces including:

1. **Economic strength**
According to Pearce and Robinson (2013), every company is obliged to consider the economic trend in segments that could affect its industry.
2. **The power of social, cultural, demographic, and environment**
This factor centers on the attitudes and values of a person, employee, and customer who can influence the strategy.
3. **Political power, government, and law**
The situation or political circumstances that are not conducive will negatively affect the business world and vice versa.
4. **Technological power**
According to Pearce and Robinson (2013), the existence of technological power can increase innovation and avoid the absorption. The adaptation of creative technology can improve existing products to create new products.
5. **Competitive strength**
According to Pearce and Robinson (2013), competitive forces are the most decisive force of the profitability of an industry as well as the most crucial thing in strategy formulation.

Internal Environmental Analysis

According to David and Fred R.(2011), all organizations have strengths and weaknesses in the functional areas of the business. The internal forces include:

1. **Power Management**
Management functions consist of five factors: planning, Organization, staff placement, and control.
2. **The power of marketing**
The process of defining, creating, anticipating, and meeting customer needs, as well as the desire for products and services.
3. **Financial Strength/Accounting**
Financial conditions are often regarded as a unit of measurement on a company's competitive position, as well as an appeal for investors.
4. **Production/Operation strength**
The function of production or operation in the business includes all activities that change the input of goods or services.
5. **The power of research and development**
Companies that run product development strategies are very concerned with R & D activities. R & D will be trusted to produce superior products that will provide a competitive advantage for the company.
6. **Power Management Information System**
To improve the performance of a business through the improvement of managerial qualities that start from

collecting, coding, storing, synthesis, up to convey information.

SWOT Analysis

The analysis used in this study were SWOT analysis (Strength, Weakness, Opportunity, and Threat)

According to Pearce & Robinson (2013), The Meaning of SWOT is:

1. **Strength**
Strength is the capability or resource available for a company that makes the company relatively superior compared to its competitors in serving customers.
2. **Weakness**
Weakness is a deficiency or limitation in one or more of the capabilities or resources of a company relative to its competitors, which is a barrier in meeting customer needs effectively.
3. **Opportunities**
Opportunities are a profitable primary situation in an enterprise environment.
4. **Threats**
Threats are a major unfavorable situation in an enterprise environment.

According to David, F.R (2012), SWOT can be described as follows:

1. **SO (Strength – Opportunities)**
Optimizing the strength, you have to be able to take advantage of various opportunities.
2. **WO (Weakness – Opportunities)**
Minimizes existing weaknesses to capitalize on existing opportunities.
3. **ST. (Strength – Threats)**
Optimizing strength to reduce existing threats.
4. **WT (Weakness – Threats)**
Reduce weaknesses to avoid existing threats.

Strategy Formulation

According to David and Fred R.(2011), the decision making framework has three stages that can be integrated with strategy formulation techniques, including:

1. **The Input Stage**
 - a. **External Factor Evaluation Matrix (EFE), the following steps:**
 - 1) Create a list of critical success factors (CSF) for external aspects that include the Opportunities and Threats company
 - 2) Determine the weight of the CSF with a scale that ranges from From 0, 0 (not important) to 1.0 (very important)
 - 3) Determine the rank of each CSF between 1 until 4, where:
 - 1 = Below average response
 - 2 = Average response
 - 3 = Above average response
 - 4 = Very good response
 Rankings are determined based on the effectiveness of the corporate strategy, and their value is based on.
 - 4) Multiply the weight value by its rating value to get the score of all CSF.

- 5) Sum all scores to get a total score for the assessed company. A total score of 4.0 indicates that the company responds in a remarkable way to existing opportunities and avoids threats in its industrial market. While a total score of 1.0 indicates that the company is not taking advantage of existing opportunities or not avoiding external threats.
- b. Internal Factor Evaluation Matrix (IFE)
- The IFE matrix is used to know the internal factors of the company to the strengths and weaknesses that are considered important. The steps are
- 1) Create a list of critical success factors (CFS) for external aspects that include the company's strengths and weaknesses.
 - 2) Determine the weight of the CSF with a scale ranging from 0.0 (not important) to 1.0 (very important).
 - 3) Determine the rank of each CSF between 1 to 4, where:
 - 1 = Weakness (very weak)
 - 2 = Weakness (weak)
 - 3 = Strength (strong)
 - 4 = Strength (very strong)
 Rankings are determined based on the effectiveness of the corporate strategy, and their value is based on
 - 4) Multiply the weight value by its rating value to get the score of all CSF
 - 5) Sum all scores for the total score for the assessed company. The lowest total score is 1.0, while the highest point is 4.0.
2. The Matching Stage
- At this stage, we will do the identification using only the SWOT matrix. The steps are as follows:
- a. Create the company's external opportunity list.
 - b. Create the company's external threat list.
 - c. Create a company's internal key strength list.
 - d. Create a list of company internal key weaknesses.
 - e. Match the internal strength and external opportunities and record the results in the SO.
 - f. Match internal weaknesses and external opportunities and record the results in WO Strategy.
 - g. Match external forces and external threats and record the results in the ST.
 - h. Match external weaknesses and external threats and record the results in the WT statement.
- SWOT is a useful matching tool to help develop four types of strategies, among others:
- a. Strengths – Opportunities
Develop strategies to harness the power and take advantage of opportunities
 - b. Weakness – Opportunities
Develop strategies to capitalize on opportunities to overcome weaknesses.
 - c. Strengths – Threats
Develop strategies to harness the power in avoiding threats.
 - d. Weakness – Threats
Develop strategies to reduce weaknesses to avoid threats.
3. Decision Stage
- In this step, the method used was matrix Quantitative Strategic Planning (QSPM). This technique establishes an alternative strategy and can be assessed objectively. In addition, this method can evaluate strategy options based on external, internal factors that have been identified before. QSPM components consist of Strategic Alternatives, Weights, Key Factors, Attractiveness Score (USA), Total Attractiveness Score (TAS), and Sum Attractiveness Score as the following steps:
- a. Create a list of the strengths, weaknesses, opportunities, and company threats taken from the IFE and EFE methods.
 - b. Provide weighting on each internal and external factor with the total amount of weight must be as 1 as in the IFE and EFE methods.
 - c. The company should consider the implementation of strategic planning and identifying alternative strategies.
 - d. Calculating Attractiveness Score (US). Attractiveness Score Limitation value is 1 = not interesting, 2 = somewhat interesting, 3 = draw, 4 = very interesting.
 - e. Calculating the Total Attractiveness Score (TAS) is derived from the multiplication of weights (U.S.) on each line.
 - f. Calculating Sum Attractiveness Score is to sum all the BAGS on each QSPM. The highest value of the BAG indicates that the alternative strategy is what can be the main choice, while the smallest BAG value indicates that the alternative strategy will be the last choice.

The above method is used to support this research, which covers case-study to the field directly. In the research conducted in February 2019 and then housed in the Janji Laut Resort, researchers provide questionnaires to know the weaknesses, strengths, opportunities, and threats both in terms of internal and external companies. This questionnaire was given to five respondents consisting of the Director, the General Manager, the sales and marketing Manager, the F&B Manager, and the Financial Manager. The result of the questionnaire is a score that can be used to measure IFE and EFE to determine the company's position.

III. RESULTS AND DISCUSSION

The results of the spread of the questionnaire that had been given to each respondent as many as five people indicated that the External Factor Evaluation Matrix (EFE) obtained a score of 2.97 and the Internal Factor Evaluation Matrix (IFE) of 2.90. More details can be seen in the table below.

External Factor Evaluation Matrix (IFE)

TABLE II EXTERNAL FACTOR EVALUATION MATRIX (EFE)

No	Factor	Weight	Rating	Score
	Opportunities			
1	There are Still Opportunities to expand market share	0,05	4	0,22
2	Development of Information Technology	0,06	3	0,18
3	Local Government support for tourism	0,08	3	0,23
4	Natural Resources Potential	0,08	4	0,32
5	Tourism Industry Growth	0,06	3	0,19
6	Restaurant menu innovation	0,06	2	0,13
7	Cultural tourism	0,07	3	0,12
8	The city situations is quite conducive to tourists	0,05	4	0,22
Threats				
1	Fairly strict bussiness competition	0,05	4	0,19
2	Global crisis, state policy to politics can affect tourism bussiness	0,06	3	0,17
3	Tourist Visitor VISA	0,05	2	0,11
4	Different tourist needs	0,07	3	0,20
5	Competitors are Marketing	0,06	4	0,26
6	Increased Competitor Power	0,07	4	0,27
7	Changing Weather Factors	0,04	2	0,09
8	Expensive Local Flight Price	0,07	3	0,22
Total		1,00		2,90

The value of the statement results regarding opportunities and threats can be described as follows:

1. Statements on opportunities

- a. Statement 1 gets a weight of 0.05, rating 4, and a weight score of 0.22.
- b. Statement 2 gets a weight of 0.06, rating 3, and a weight score of 0.18.
- c. Statement 3 gets a weight of 0.08, rating 3, and a weight score of 0.23.
- d. Statement 4 gets a weight of 0.08, rating 4, and a weight score of 0.32.
- e. Statement 5 gets a weight of 0.06, rating 3, and a weight score of 0.19.
- f. Statement 6 gets a weight of 0.06, rating 2, and a weight score of 0.13.
- g. Statement 7 Gets a weight of 0.07, rating 3, and a weight score of 0.20.
- h. Statement 8 gets a weight of 0.05, rating 4, and a weight score of 0.22.

2. Statements regarding threats

- a. Statement 1 gets a weight of 0.05, rating 4, and a weight score of 0.19.
- b. Statement 2 gets a weight of 0.06, rating 3, and a weight score of 0.17.
- c. Statement 3 gets a weight of 0.05, rating 2, and a weight score of 0.11.
- d. Statement 4 gets a weight of 0.07, rating 3, and a weight score of 0.20.
- e. Statement 5 gets a weight of 0.06, rating 4, and a weight score of 0.26.
- f. Statement 6 gets a weight of 0.07, rating 4, and a weight score of 0.27.
- g. Statement 7 Gets a weight of 0.04, rating 2, and a weight score of 0.09.
- h. Statement 8 gets a weight of 0.07, rating 3, and a weight score of 0.22.

The Total value for the External Factor Evaluation Matrix (EFE) is 1 for weights, and 2.97 for the weight score.

Internal Factor Evaluation Matrix (IFE)

TABLE III. INTERNAL FACTOR EVALUATION MATRIX (IFE)

No	Factor	Weights	Rating	Score
	Strenghts			
1	Diving and snorkelling facilities for guests	0,07	3	0,22
2	Resort room shaped cottage so more privacy	0,08	4	0,33
3	Away from the crowds, noise and pollution	0,06	4	0,25
4	Free airport shuttle service with minimum 3-day stay	0,06	3	0,18
5	A cool natural environment because it is located in hilly and sea are	0,08	4	0,33
6	Known as a region with its underwater biota beauty	0,07	3	0,20
7	Empowering local communities to help resort operations	0,05	2	0,10
8	Close to Taman Laut Bunaken	0,06	3	0,17
Weakness				
1	There is no meeting room or function room	0,04	3	0,12
2	No television or radio in the room	0,06	3	0,18
3	Quite far distance to the city center	0,06	2	0,12
4	The resort environment is contoured so tourists must walk	0,04	3	0,12
5	Difficult signal if experiencing bad weather	0,07	3	0,20
6	Human resources are poorly trained because the educational background	0,06	4	0,25
7	High cost of resort treatments	0,07	3	0,21
8	No Lounge for entertainment	0,07	4	0,27
Total		1,00		2,97

The values of the statements regarding strengths and weaknesses can be explained as follows:

1. Statements on opportunities
 - a. Statement 1 gets a weight of 0.07, rating 3, and a weight score of 0.22.
 - b. Statement 2 gets a weight of 0.08, rating 4, and a weight score of 0.33.
 - c. Statement 3 gets a weight of 0.06, rating 4, and a weight score of 0.25.
 - d. Statement 4 gets a weight of 0.06, rating 3, and a weight score of 0.18.
 - e. Statement 5 gets a weight of 0.08, rating 4, and a weight score of 0.33.
 - f. Statement 6 gets a weight of 0.07, rating 3, and a weight score of 0.20.
 - g. Statement 7 Gets a weight of 0.05, rating 2, and a weight score of 0.10.
 - h. Statement 8 gets a weight of 0.06, rating 3, and a weight score of 0.17.
2. Statements on opportunities
 - a. Statement 1 gets a weight of 0.04, rating 3, and a weight score of 0.12.
 - b. Statement 2 gets a weight of 0.06, rating 3, and a weight score of 0.18.
 - c. Statement 3 gets a weight of 0.06, rating 2, and a weight score of 0.12.
 - d. Statement 4 gets a weight of 0.04, rating 3, and a weight score of 0.12.

- e. Statement 5 gets a weight of 0.07, rating 3, and a weight score of 0.20.
- f. Statement 6 gets a weight of 0.06, rating 4, and a weight score of 0.25.
- g. Statement 7 Gets a weight of 0.07, rating 3, and a weight score of 0.21.
- h. Statement 8 gets a weight of 0.07, rating 4, and a weight score of 0.27.

The Total value for the Internal Factor Evaluation Matrix (IFE) is 1 for weights, and 2.90 for the weight score.

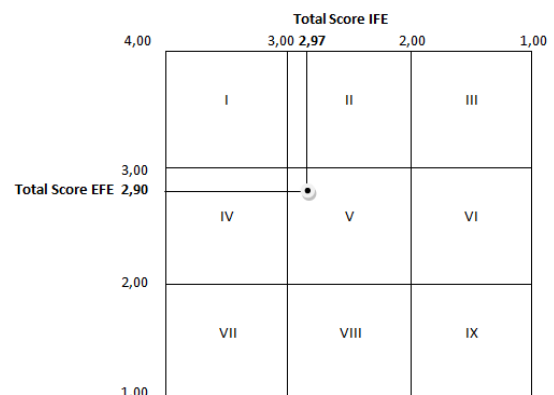


Fig 1. Matrix IE

Picture above describes the position of Janji Laut Resort is in cell 5 namely keep and maintain, this indicates that the

Resort needs to do business development strategies or products in order not to undergo bankruptcy caused the target does not achieve continuously.

TOWS (Threat, Opportunities, Weakness, Strength) Matrix.

TABLE IV. ALTERNATIVE STRATEGY THROUGH THE TOWN MATRIX

Internal	Strenghts-S 1. Diving and snorkelling facilities for guests 2. Resort room shaped cottage so more privacy 3. Away from the crowd, noise and pollution 4. Free airport shuttle service with minimum 3 days stay 5. Cool natural environment because it is located in hilly area and sea 6. Known as an area with the beauty of its underground biota 7. Empowering local communities to help resort operations 8. Close to Taman Laut Bunaken	Weakness-W 1. Don't have a meeting room or function room 2. No television or radio in room 3. Far enough distance to the city center 4. The resort environment is contoured so tourists must walk 5. Signal difficulty if experiencing bad weather 6. Human resources are poorly trained because the educational background is not appropriate 7. High cost of resort treatments 8. Does not have lounges for entertainment
External	SO Strategy 1. Take advantage of the resort's excellence to create new powers to defend and win competition 2. Expanding market share and partnership in the field of tourism in various regions and countries	WO Strategy 1. Improve marketing strategy by offering packages with attractive prices 2. Complement the facilities in both the resort rooms and resort environment
Opportunities-O 1. There are still opportunities to expand market share 2. Development of Information technology 3. Regional government support for tourism 4. Natural Resources Potential 5. Tourism industry Growth 6. Restaurant Menu Innovations 7. Cultural tourism 8. The city situation is quite conducive to tourists	Threats – T 1. Fairly strict business competition 2. Global crisis, State security, and politics can affect tourism business 3. Tourist visit Visa 4. Different tourist needs 5. Competitors are marketing 6. Increased competitor Power 7. Changing Weather factors 8. Expensive local flight prices	ST Strategy 1. Improve service quality to face business competition 2. Provide competitive prices by looking at possible operational cost increases
Threats – T 1. Fairly strict business competition 2. Global crisis, State security, and politics can affect tourism business 3. Tourist visit Visa 4. Different tourist needs 5. Competitors are marketing 6. Increased competitor Power 7. Changing Weather factors 8. Expensive local flight prices	WT strategy 1. Focus on improving product quality, service, and marketing to win the competition	

Based on the results of external and internal factor evaluation which includes the strengths, weaknesses, opportunities, and threats above, it can be used to help analysis activities using SWOT (Strength, Weakness, Opportunities, and Threat) so it will be obtained four types of strategy namely SO strategy, WO Strategy, ST strategy, and WT strategy[11-13].

This discussion will describe internal analysis, such as strengths and weaknesses, as well as external such as opportunities and threats to Janji Laut Resort. The internal variables show the strengths and weaknesses of 2.90; the explanation is as follows:

1. The strength of Janji Laut Resort is a cottage-shaped bedroom indicator, so it is more privacy, away from hustle, noise, and pollution, a cool natural environment because it is in hilly and sea areas, diving and snorkeling facilities for guests, free airport shuttle service with a

minimum of 3-day stay, known as the area with the beauty of its underground biota, and close to Taman Laut Bunaken.

2. The weakness of Janji Laut Resort is a human resource untrained indicator because the educational background is not appropriate, do not have lounges for entertainment, do not have meeting rooms or function rooms, no television or radio in the room, the resort environment contoured so that tourists must walk, difficult if bad weather, and the high cost of resort treatments.

The external variable shows the odds and threats of 2.97; the explanation is as follows:

1. The opportunities of Janji Laut Resort is there is still an opportunity to expand the market share, potential natural resources, the city situation is quite conducive to tourists, the growth of tourism industry, the development of technology Information, local government support for tourism, and cultural tourism.

2. The threat of Janji Laut Resort Manado is a strict indicator of business competition, competitors are marketing, increasing the strength of competitors, global crisis, and state security to politics can affect the business Tourism, different consumer needs, and local airfare prices are expensive.

Internal Strength Factor

1. Diving and snorkeling facilities for guests. This facility is a resort effort to attract tourists visiting by bringing in foreigners as a guide.
2. Bedroom shaped cottage so more privacy. This room design is expected to provide an exclusive impression for tourists.
3. Away from the crowd, noisy, and pollution. This is a resort power that wants to offer a temporary shelter with fresher and healthier air.
4. Free airport shuttle service with minimum 3-day stay. This becomes an attractive offer for tourists especially if coupled with a special package price quote that has been expressed by Prasaanna (2013) in its research is to consider the current trend of the present special package for Guests who stay like giving R free dinner.
5. The natural environment is cool because it is located in the hilly area and sea. This becomes a high enough selling power because it gives the impression of a temporary residence that is exclusive and comfortable.
6. Known as an area with the beauty of its underground biota. The clear seawater will be a tourist attraction to try various activities, especially diving or swimming.
7. Empowering local communities to help resort operations. Help the community around the resort to get a better life.
8. Close to Taman Laut Bunaken.

External Opportunity Factor

1. There is still a chance to expand market share. Existing business and marketing strategies need to be reformulated to expand the resort's reach.
2. Development of information technology. David's theory (2016) explains that technological advances affect the company's operations.
3. Local government support for tourism. The existence of a coastal development plan is an opportunity for Janji Laut Resort.
4. Potential natural resources. Natural wealth is high selling power in tourism.
5. The growth of the tourism industry. The increasing number of areas that can be developed and managed is as great as the opportunities.
6. Restaurant Menu Innovations. The addition of a food menu as a variation.
7. Cultural tourism. Dewi F (2011), in her research, said that the culture of the hotel environment is an opportunity.
8. The city situation is quite conducive to tourists. Manado City is known as a safe and comfortable city for tourists to visit because it has a high tolerance.

External Threat Factor

1. Fairly strict business competition. Resort competition is a threat to the survival of Janji Laut Resort.
2. The global crisis, state security to politics can affect tourism business
3. Tourist visits Visa. In his research, Aryanata (2013) said that a tourist visit visa is an opportunity for the hotel.
4. Different tourist needs. It is a challenge for the resort to meet the needs of tourists.
5. Competitors are marketing. This is a threat that needs to be anticipated by further promoting the Janji Laut Resort.
6. Increased strength of competitors. It can be a reference to motivate the resort in using strategy.
7. Changing weather factors. It is a threat that is difficult to avoid.
8. Expensive local flight ticket prices. This is certainly a fairly threatening consideration considering that the tool is a means of transportation that is widely used by tourists in the travel.

IV. CONCLUSION

Based on the research findings, it can be concluded that the need to formulate a business strategy and marketing strategy to be able to win the competition and for the achievement of the target resort previously never achieved, it can also be seen in Evaluation of IFE EFE that the resort position is in cell 5 which means guard and maintain. It is supported by the calculation result of the IFE and FE matrix in viewing every power, weakness, opportunity, and threat faced by the resort.

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