

Marketing Strategy at Middle Star Hotels in Makassar City

^{1*}Rezky Amalia Hamka, ²Sutrisno, ³Arwin

¹Universitas Negeri Makassar, Indonesia

²Universitas Mulawarman, Indonesia

³Institut Agama Islam Negeri Parepare, Indonesia

*Corresponding author: rezky.amalia.hamka@unm.ac.id

Received : 18 Apr 2023

Accepted : 29 Apr 2023

Published : 4 May 2023

ABSTRACT

This study aim For analyze the marketing strategy implemented by the Middle Star Hotels in face competition. This study is study qualitative in nature descriptive. Population in this study is internal and external parties external from Middle Star Hotels, meanwhile informant study this is Sales Executive, Senior Human Resource Office, and two Customers. Data collection techniques are carried out with technique observation and interview. Data analysis technique used is SWOT analysis, that is something tool analysis used for formulate a strategy or identification various factor strategic based on internal factors as well external. This study results show that position on the Cartecius Diagram appear that Middle Star Hotels located in cell I with use an aggressive strategy, with a winning strategy cost, with give cheap price, so increase power buy consumer, this show that Middle Star Hotels face a number of opportunity and have various propelling force for get opportunities. Meanwhile, the position of Middle Star Hotels on the internal external matrix is also in cell I, namely position grow and develop or is in integration vertical which is position very competitive market in business powerful hospitality competitive tall between star hotels three other.

Keywords: *marketing strategy, SWOT analysis, SWOT matrix*

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1. INTRODUCTION

Fast growth business hospitality in Makassar City resulted level competition between high hotels. However for a number hotelier, conditions the no become worries big throughout share the market still available. Hotels managers must try as good possible in take advantage of existing markets with provide image and service special to the guests. Hotels are required for more understand all needs and wants consumer or company must capable create suitable product with need consumer. Besides it is also required good marketing, with good marketing product so will can increase sale and seize market share.

Company only can reach objective the if part marketing company have a solid strategy for can use chance or existing opportunities in marketing, so position companies in the market can maintained and at the same time improved. According to (Assauri, 2013), marketing strategy is series goals and objectives, policies and rules that give direction to efforts marketing company from time to time, at each level and reference as well as allocation, especially as response company in face environment and circumstances always competition changed, because that is, determining the marketing strategy must based on analysis internal and external environment company through analysis advantages and disadvantages company, as well analysis opportunities and threats encountered company from environment. Marketing strategy that has set and run must evaluated back, whether still in accordance with state condition at the time this. Evaluation this use analysis known strength, weaknesses, opportunities and threats with SWOT (Strength, Weakness, Opportunity, Threats).

One star hotels three are located in the Makassar City of, namely the Middle Star Hotels with average number of rooms a total of 147 rooms supported with a number of facility other like pool swimming, restaurant,

meeting rooms and services laundry. Besides that the location of the Middle Star Hotels is also sufficient strategic location the enough near with several malls and beaches in Makassar City. Middle Star Hotels also offer relative price cheap if compared to with star hotels three others in Makassar City, however because relative price cheap compared to with its competitors cause exists difference facilities offered if compared to other three star hotels that have more facilities interesting but with more expensive price.

Middle Star Hotels in increase share the market need implementing a competitive strategy with use SWOT method, is a strategy undertaken by the hotels to know the extent of the strength, weaknesses, opportunities and threats carried out for increase market share. This need done remember that competition with company competitors in the field the same effort is very tight, so selected marketing strategy increase share the market. Study previously conducted by (Pratama, 2017), with SWOT analysis of Aston Balikpapan Hotel, from study the obtained the results on the Cartecius Diagram and SWOT Matrix appear that position of Aston Balikpapan Hotels & Residence located in cell which shows that Aston Balikpapan Hotels & Residence face a number of opportunity and have various propelling force for get opportunities and the position of Aston Balikpapan Hotels & Residence on the internal and external matrix is in cell VII, namely at position defend and maintain. This put Aston Balikpapan Hotels & Residence in position strong power with great opportunity but still being faced with a big weakness and a big threats too.

Based on from review background behind problem and the importance of marketing strategy in something company so writer choose title “Analysis of Marketing Strategy in Middle Star Hotels in Makassar City”.

2. RESEARCH METHODS

This study is a research with a qualitative approach. This study seeks to identify a condition from which the strenght, weakness, opportunity, threats experienced can be described, in other words this study refers to efforts to carry out a SWOT analysis. Where to anlyze it, the researcher uses the SWOT Matrix ant the Cartecius Diagram as below.

Table 1. Determination Weight on Internal and External Factors

Strategic Factors Internal/ External	Scale Priority (SP)	Constanta (K)	SP x K	Weight
Strength/Weakness				
1.				
2.				
3....				
Total SP x K				
Opportunity/Threats				
1.				
2.				
3....				
Total SP x K				

Source : Putong in (Burami, 2013)

Table 2. Internal - External Company Matrix

		TOTAL IFAS VALUE			
		4,0	3,0	2,0	WEAK
T O T A L	I E F F E C T I V E	BIG	I. GROWTH Grow and Build (Concentration via vertical integration)	II. GROWTH Grow and Build (Concentration via horizontal integration)	III. RETRENCHMENT Keep it up and Maintain (Growth Spin)
		AVERAGE	IV. STABILITY Grow and Build	V. GROWTH Keep it up and Maintain (Strategy no change)	VI. RETRENCHMENT Harvest or divestment (Region or sell finished vigilance)
		LOW	VII. GROWTH Keep it up and Maintain (Diversification Concentration)	VIII. GROWTH Harvest or Divestment (diversification conglomeration)	IX. RETRENCHMENT Harvest or Divestment (Liquidity)
		1,0			

Source : SWOT Analysis of Surgical Techniques Case Business (Rangkuti, 2008)

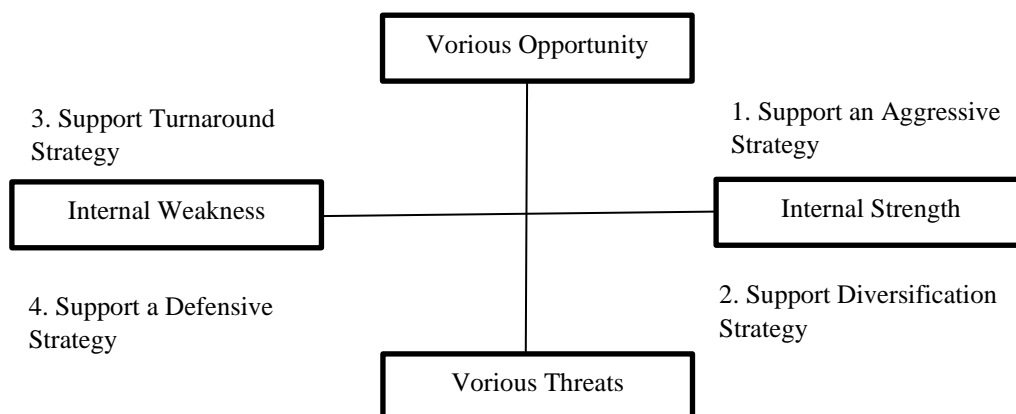


Figure 1. Cartecius Diagram

Apart from the SWOT analysis, this study also uses descriptive data analysis to provide an overview of the study results which can then be used as a basis for drawing conclusions. For data collection techniques in this study there are two namely observation and interview. There were four informants in this study which included Sales Executive, Senior Human Resources Officer, and two external parties namely consumers.

a. Strategy Management

According to Rangkuti (2013) that strategy is planning comprehensive parent, which explains how company will reach all goals that have been set based on assigned mission before. According to Whelen (2008) exists a number of level in strategy for company big. There are three evolving levels of management strategy in accordance with development company, namely (1) Corporate Strategy, this is a reflecting strategy whole direction target company create growth for company in a manner whole and for management various type business line product. (2) Business Strategy, this level is used product or business unit and is a strategy that emphasizes improvement position compete product or services on specifications or certain market segment. (3) Functional Strategy, this strategy used at a functional level such as operational, marketing, finance, and sourcing power human. This strategy refers to the previous two levels of strategy namely corporate strategy and business strategy.

b. Marketing Strategy

According to Assauri (2013), marketing strategy is series goals and objectives, policies and rules that give direction to efforts marketing company from time to time, on each levels and references as well as allocation, especially as response company in face environment and circumstances always competition changed. Marketing strategy company, according to Amirullah (2015) in a manner general level strategy company can grouped become four part main. Following This explanation about matter these (1) Growth Strategy (Aggressive Strategy) is a devised strategy for reach growth, assets, profits, or combination from everything. Sustainable growth it means increased sales, and with experience can do efficiency and finally increase profit. (2) Integration Strategy is a unifying strategy a number of range business start from upstream, network supplier until downstream, distributor network as well horizontally to direction competitors. This strategy done with expand operation company. Integration can done through an inter merger company in same industry. (3) Diversification Strategy is a growth strategy where company operational with split to different industry or produce different product or varied. (4) Improved Strategy self (turnaround) is a strategy carried out by the company for return company from condition decline performance to condition profit. The company doesn't forever face stability.

c. Services

According to Kotler (2012) services are every activities, benefits or performance offered by one party to other parties that are intangible and not cause displacement ownership whatever where in production can bound no with product physical.

d. SWOT Analysis

Tripomo (2005) defines SWOT analysis is something assessment of identification situation for find is something condition said as strength, weaknesses, opportunity, or identifiable threat as following (1) Strength is the internal situation of the organization in the form of competencies/capabilities/resources owned organization that can used For handle opportunity and threats. (2) Weaknesses are the internal situation of the organization in the form of competencies/capabilities/resources owned organization that can used For handle opportunities and threats. (3) Opportunity is situation external potential organization profitable. Existing organizations in something same industry in a manner general will feel benefited when faced with conditions external. (4) Threats is situation external potential organization raises trouble. Existing organizations in one same industry in a manner general will feel harmed/complicated/threatened when faced with conditions external. As for inside SWOT analysis tools used for test namely IFAS Matrix, EFAS Matrix, Cartecius Diagram, Internal External Matrix Company, and SWOT Matrix.

3. RESULTS AND DISCUSSION

3.1 Results

Middle Star Hotels is a hotel engaged in the field provision service hotel room, pool swimming and activities meeting. As moving company in business hotel and management service rental room for activity meeting so activity marketing become the most important factor role in effort achievement enhancement amount rooms used and upgrades use meeting room. Improved market conditions lead to competition sale hotel

rooms and usage meeting room become constraint alone for Middle Star Hotels for anticipate the market competition. Middle Star Hotels establish an improvement oriented marketing strategy sale as well as segmentation market. For analyze marketing concept hotel services considered effective is with use draft Marketing Mix 7P, namely Product, Price, Promotion, Place, People, Physical Evidence, Process.

Table 3. IFAS

Internal Factors	Weight	Ratings	Score
Strength			
1. Prices are more cheap if compared to with star hotels three other	0.13	4	0.52
2. Utilize websites	0.10	3	0.27
3. Do work the same with E-Commerce	0.10	3	0.30
4. Own three type room meeting	0.13	4	0.52
5. Offers a promo different every the month	0.10	3	0.30
Weakness			
1. Parking area narrow	0.10	3	0.30
2. No availability facility wifi in room meeting	0.10	3	0.30
3. Do not have room special for weeding event	0.10	3	0.30
4. Access to pool swimming restricted	0.7	2	0.14
5. No own facility center fitness	0.7	2	0.14
Total	1		3.09

Source : Evaluation results analysis descriptive

Table 4. EFAS

External Factors	Weight	Ratings	Score
Opportunity			
1. The location of the hotel is in a strategic place	0.11	4	0.44
2. Rising power buy and taste consumer	0.09	3	0.27
3. Development technology can simplify and speed up service as well as channel for promotion the more open for introduce product	0.11	4	0.44
4. Plenty place tourism in Makassar	0.11	4	0.44
5. Good political condition will influence competition between hotels be Healthy Because sector tourist become walk normally	0.09	3	0.27
Threats			
1. Emergence competitor new potential	0.11	4	0.44
2. Competition price between hotels	0.09	3	0.27
3. Competition promotion with other hotels	0.09	3	0.27
4. Increased service offered by parties competitor	0.11	4	0.44
5. Location of Middle Star Hotels nearby with other hotels	0.09	3	0.27
Total	1		3.55

Source : Evaluation results analysis descriptive

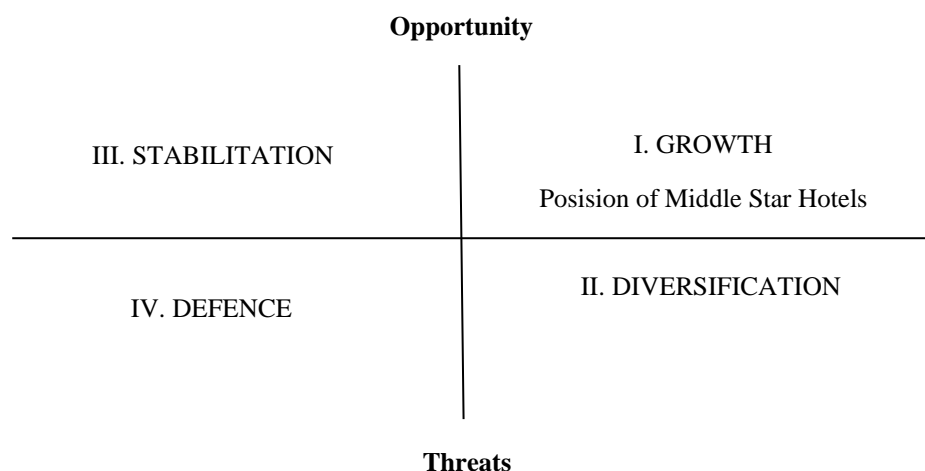


Figure 2. Cartecius Diagram of Middle Star Hotels

Table 5. Internal - External Matrix Of Middle Star Hotels

		TOTAL IFAS VALUE			
		4,0	3,0	2,0	
		STRONG	AVERAGE	WEAK	
	3.3 BIG	I. GROWTH Grow and Build (Concentration via vertical integration)	II. GROWTH Grow and Build (Concentration via horizontal integration)	III. RETRENCHMENT Keep it up and Maintain (Growth Spin)	

Source : Results of analysis data processing

3.2 Discussion

From the results analysis appear that Middle Star Hotels position as a star hotel three located in cell I which shows that Middle Star Hotels face a number of opportunity and have various propelling force for get opportunities. The Middle Star Hotels location the show that the strategy carried out by the Middle Star Hotels is strategy aggressive, with superiority cost thoroughly, through set policy functional target main. Control cost in a manner aggressive, efficient, effective, sustainable. The action no only develop but make more nice and easy as well as give cheap price, though with the standard as a star hotel three and offer more price cheap of course just there is a number of facilities that are not can were met by Middle Star Hotels, however with the advantage still just Middle Star Hotels conditions is leaders and star hotels three other is challenger. Growth strategy through concentration vertical can done with method take over the previous function provided by the supplier (backward integration) or with method take over distributor function (forward integration). This is the main strategy for which company own position strong market competition (high market share) in industry with high tank power (Rangkuti, 2008). See position competitive Middle Star Hotels are strong as market leader in the three star hotel industry, then strategy is a growth strategy concentration through integration vertical with take over function distribution (forward integration) with through approach internal resources. In order to get increase strength the business or position middle star hotel competition must do efforts control quality product to be the power of Middle Star Hotels, the facilities are of course must keep going experience improvement, distribution product and minimize cost as well as operation that is not efficient.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

Identification results internal strategic factors and external strategic factors so is known position and profile internal and external environment, Middle Star Hotels own position strong market competition in the competition with star hotels three other. This indicates Middle Star Hotels must still do efforts increase quality products, facilities, and services. Location of Middle Star Hotels on the Cartecius Diagram is in cell I is support an aggressive strategy with a winning strategy cost. Meanwhile location of Middle Star Hotels on the internal and external matrix namely concentration integration vertical with value 3.3, a necessary thing carried out by the Middle Star Hotels is take over function distribution with through approach internal resources. There is four possible alternative strategies Middle Star Hotels applied in connection with development business and change existing market conditions based on internal factors and external factors Middle Star Hotels. From four factors (SO, WO, ST, WT) are used for applied in possible strategy development recommended to Middle Star Hotels management.

4.2 Recommendations

For maintain position strong competitive market, see the more tight competition consequence growth number of good hotels already operate nor will operates in Makassar City, then the Middle Star Hotels must attention to product strategy with in a manner keep going continuously increase quality products, facilities available need improved for still maintain Middle Star Hotels position is sufficient strong compared to star hotels three other and besides that enhancement service is very important for noticed, for still guard consumer, for still use Middle Star Hotels services as well as offer packages special especially package innovative and special exposing hotels, Middle Star Hotels should also always do activity promotion for spread information regarding Middle Star Hotels in a manner more more wide again, so the more lots consumer who knows about the Middle Star Hotels.

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