

## Research Article

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# Business Strategy Analysis at the Puncak Mas Destination in Bandar Lampung City

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**Abstract:** *Because the development of tourism destinations causes tighter business competition, an analysis is needed that is able to explain what companies must do to help increase the number of visitors. Puncak Mas Tourism in the city of Bandar Lampung does not pay attention to the wider visitor segment, this is because ticket prices are not competitive. So this research aims to increase tourist visitors to Puncak Mas Bandar Lampung by applying the SWOT analysis research approach/method (strengths, weaknesses, opportunities, threats). By analyzing the company's internal and external factors and making comparisons between research objects and competitors, we can gain in-depth knowledge about the company's internal and external conditions and compare them with competitors. This study also utilized descriptive research methods, where data was collected through an interview process in the form of a list of questions to the owners of the Puncak Mas tourist destination in the city of Bandar Lampung and its competitors. The research results based on the analysis of a combination of SWOT matrix strategies at the Puncak Mas Bandar Lampung destination obtained Strengths-Opportunities (5.11), Strengths-Threats (2.59), Weakness Opportunities (3.79), Weakness-Threats (1.27).*

**Keywords:** *SWOT Analysis, Destinations, SWOT Matrix, Business Strategy*

## Introduction

The importance of the tourism sector as a source of economic potential is undeniable, both for tourism destinations that have succeeded in optimizing their potential and those that still have unexplored development opportunities. Observing current trends, the development of world tourism is expected to experience significant progress, in line with the findings of a report from the World Tourism Organization (UNWTO, 2023) which shows that the contribution of tourism has a very positive impact, especially in creating jobs. The data notes that of the nine global job opportunities available, one of them is related to the tourism sector.

Furthermore, it is estimated that the tourism sector has the potential for greater labor absorption, especially in countries that are still in the development stage, as predicted by (UNWTO, 2023)). Thus, this sector is not only a driver of global economic growth, but also plays a key role in overcoming employment issues, especially in developing countries.

It is a fact that the success of a tourism business is very dependent on the presence of tourists. Without support from tourists, the sustainability of the tourism business can be threatened and fail. Therefore, understanding and responding to tourists' needs and expectations is essential in achieving goals and success in the tourism industry.

The current development of tourism businesses in Bandar Lampung has seen significant developments, encouraging business owners to think more creatively. In an effort to achieve the target of increasing the number of visitors, it is important for us to have a relevant strategy, especially considering the dynamics of technological development which demands a fast and precise response in order to remain competitive effectively. In facing this competition, one approach that can be taken is to focus on increasing

attractive displays or scenery, so that it can attract visitors' interest and encourage them to visit tourist attractions. As one of the tourism destinations in Lampung Province, Bandar Lampung City has its own charm, has great potential with various tourist attractions that can be developed to provide opportunities to increase income for local residents.

With diverse geographical conditions, including high mountains and lowlands along the coast, Bandar Lampung City offers several areas that have great potential as tourism destinations. By utilizing this natural potential, the City of Bandar Lampung can plan and develop tourist areas that attract visitors. Based on information from the Bandar Lampung City Tourism Office, there are 54 tourist attractions that are managed efficiently by the government and the private sector, providing a variety of choices for visitors.

Through developing and increasing the attractiveness of tourist attractions, it is hoped that it can increase its competitiveness as a tourist destination, the city of Bandar Lampung has its own attractiveness, as a consequence, it can provide positive involvement in economic development and increase the income of the local community.

**Table 1. Tourist Attractions in Bandar Lampung**

No	Object	Address
1	Puncak Mas	PB Road. Marga, Sukadana Ham, Tj Village. East Karang, Bandar Lampung City, Lampung Province.
2	City Binoculars	Jalan Tamin, Pasir Gintung, Tanjung Karang Pusat District, Bandar Lampung City, Lampung Province.
3	Sakura Hill	Jalan Melati Raya, Langkapura, Bandar Lampung City, postal code 35115, Lampung Province.
4	Gita Butterfly Park homeland	Jalan Griya Persada Block IIB Number 8, Bandar Lampung, Lampung.
5	Camp 91	Kedaung, Kemiling, Bandar Lampung, Lampung 35156
6	Lampung Rabbit Park	Kedaung, Kemiling, Bandar Lampung City, Lampung 35156
7	Deer Breeding	Jalan Wan Abdurrahman, Sumber Agung, Kemiling District.
8	Wawai Nature	Jalan H. Hasan Rais, Sukadana Ham, Tanjung Karang Barat, Sukadana Ham Village, Tj District. Karang Barat, Bandar Lampung City, Lampung.
9	Hero Garden	Wan Adburahman Street, Batu Putu, Teluk Betung Utara, Batu Putuk, Teluk Betung Utara District, Bandar Lampung City, Lampung.
10	Batu Putu Waterfall	Batu Putu Village, West Teluk Betung District, Bandar Lampung City

Source: Data Processed 2023

This data shows that the city of Bandar Lampung has various tourist destinations that can be accessed by various types of tourists, both local and foreign.

As a tourist destination in Lampung, this place stands out because of its unique natural potential and cultural richness, namely Puncak Mas. To achieve the goal of preserving and developing tourism potential, managers must embrace innovation and carry out evaluations as a basis for developing next steps. The manager's role is not only limited to attracting tourist visits, but also attracting their interest in visiting

Puncak Mas again, especially in the post-pandemic context. This challenge is a serious priority for the management who need to design an effective strategy to increase the number of visitors in the post-pandemic era. Puncak Mas is located on Jalan PB. Marga, Sukadana Ham, Tanjung Karang Barat District, is one of the leading tourism attractions in Bandar Lampung. The Puncak Mas natural tourist destination was founded in 2016, because it was built in the hilly area of Puncak Mas and has an elegant panorama complete with beautiful sunsets. Puncak Mas also offers the first suspended bicycle ride in Bandar Lampung. Currently Puncak Mas has also added a destination, namely a helicopter, which is open to the public. At Puncak Mas, tourists can also enjoy various types of the latest food and drinks while relaxing with family or friends, while enjoying the panoramic view of the beauty of the location.

The main purpose of this research is to understand and evaluate strategies. Business in increasing peak tourist visitors, Mas, Bandar Lampung City.

## Literature Review

Definition of Management according to (Abdullah, 2014) Management is a series of actions involved in managing the work of an organization through the processes of planning, organizing, directing and supervising, with the aim of achieving predetermined goals using organizational resources efficiently and effectively, including labor, finance, materials, machines and methods. According to (Aziz & Mistar, 2020) The art of management includes the ability to understand the whole from separate elements and have the skills to form a picture of a vision. Management Functions according to (Terry & Rue, 2014) There are 4 management functions, Planning, Organizing, Mobilizing, Supervising.

Business Strategy according to Rangkuti (2014) suggests that strategy in the business world not only plays a role in the overall direction of the company, but also focuses on functional aspects. This can be seen from how strategy is rooted in various management functions including marketing, production, distribution, and finance. With this strategy, the company can determine its position in market competition, either to maintain its existence or determine its next steps. Additionally, strategy serves as a framework for facing external challenges as well as exploiting internal strengths and overcoming weaknesses within the organization, thereby helping in creating sustainable competitive advantages. According to (Yolanda, 2017) Strategy can be defined as a series of actions that require decisions from top management and utilize company resources optimally. In addition, strategy also has a significant impact on the long-term well-being of an organization, often involving planning for a period of at least five years into the future, with a clear focus on future orientation. The importance of strategy lies in its multifunctional or multidimensional nature, requiring careful consideration of the external and internal factors faced by the company. According to (Yudiaris et al., 2015) managing environmental opportunities and risks, strategic planning requires internal environmental analysis. This involves examining a company's internal components to identify strengths and weaknesses that can help in planning strategy.

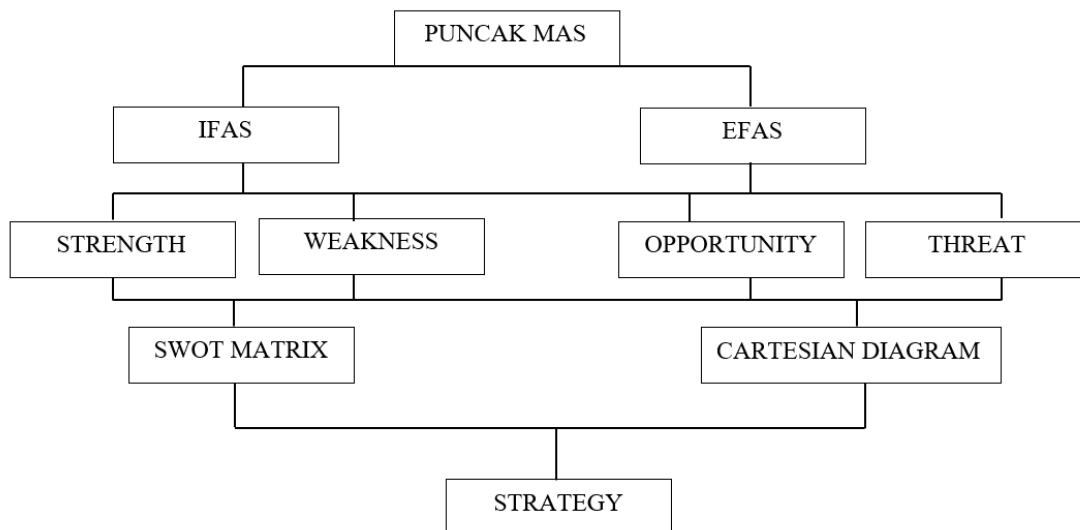
According to (Redaputri & Barusman, 2018) Strategy is an action or activity carried out by a person or company to achieve predetermined goals or objectives. From this definition, it can be concluded that the definition of strategy is an action or planning process to achieve predetermined goals, by doing things according to joint decisions. And obey (Susanto, 2014) Strategic management is the process of establishing an organization's long-term goals and determining pathways to achieve them through the development of formulated strategies and their implementation in a structured and systematic manner.

Dunan, et al (2020) introduces SWOT Analysis as an analytical technique designed to explore and assess internal and external factors that have a significant impact on a company. The essence of this

approach is to direct the creation of strategies that are in line with the organization's vision and mission. This process involves a thorough assessment of an organization's strengths and weaknesses, in addition to identifying opportunities and anticipating threats it may face, to ensure that the chosen strategy maximizes potential and minimizes risk.

According to Erwin Suryatama in (Cahyono, 2016) in saying that "SWOT analysis is a strategic planning technique used to assess the Strengths, Weaknesses, Opportunities and Threats in a project or business initiative.

### Conceptual Framework



Source: Processed Data, 2023

## Method

### Types of research

This study applies a qualitative descriptive method, which involves the use of open interviews to explore, understand the attitudes, views, feelings and behavior of individuals or groups (Moleong, 2014). According to (Sugiyono 2017) Qualitative data analysis is inductive, where an analysis based on the data obtained is developed into a hypothesis.

The approach taken in this case is descriptive, with the aim of describing objectively and in detail ongoing phenomena, current events, or specific conditions. The key to descriptive research is the preparation of a detailed and structured narrative that explores the facts, characteristics and dynamics of the relationship between the phenomena being studied, with the aim of presenting a broad and precise understanding of the subject being studied.

The aim of this descriptive research is to create a systematic, factual and accurate description or picture of the facts, characteristics and relationships between the phenomena under study. Operationalization of variables uses strengths, weaknesses, threats and opportunities, while in this study researchers used the following data collection techniques:

1. Observation

Collecting data by observing the surrounding conditions in Puncak Mas, Bandar Lampung City

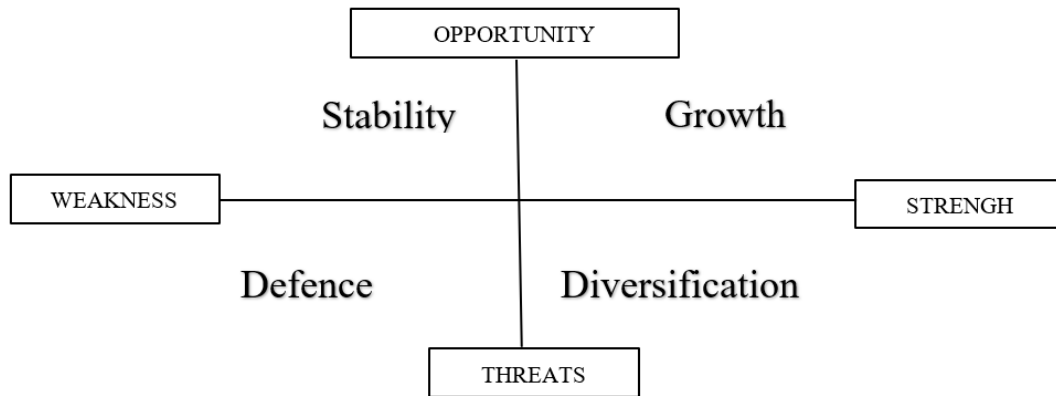
2. Interview

data collection technique by asking several questions related to business strategy to the top management of Bandar Lampung City

3. Documentation

Data collection techniques are carried out using written documents (research results, written reports, literature books, journals and so on) as a source of research data by grouping or classifying data related to the research problem.

**SWOT Analysis Diagram**



**Results and Discussion**

The results of the SWOT evaluation include identifying opportunities, weaknesses, strengths and threats at the Puncak Mas tourist destination in Bandar Lampung, which has strengths such as cottages with a natural feel, many photo spots, and the service provided by Puncak Mas is good. Puncak Mas also has weaknesses, such as the condition of the location which is not easily accessible by public transportation, the food menu offered is not yet varied and the entrance ticket price is not affordable. The strength of Puncak Mas tourism means that Puncak Mas tourism has business opportunities that can be used as profits, such as having many loyal visitors, collaborating with tour guides and government-supported businesses. Puncak Mas Tourism also has the threat of having many competitors and not looking at consumers' purchasing power.

The stages in compiling the IFAS table and in the EFAS analysis, the steps are to identify internal factors that are strengths and weaknesses, as well as external factors that are opportunities and threats for Puncak Mas tourism. Once the internal and external factors for Puncak Mas tourism are known. After that, an Internal Factor Analysis Summary (IFAS) table and an External Factor Analysis Summary (EFAS) table can be compiled.

**Table 2. Internal Factor Analysis Summary (IFAS)**

Internal Factors	Weight	Ratings	Weight x Rating
<b>Strengths (S)</b>			
1. Has accommodation (cottages) with natural nuances	0.22	4	0.88
2. Places where photos are owned	0.22	4	0.88

3. The service provided to consumers is good	0.16	3	0.48
<b>Sub-Total</b>	<b>0.6</b>		<b>2.24</b>
<b>Weakness (W)</b>			
1. Location conditions are not easily accessible by public transportation	0.11	2	0.22
2. The food menu offered is not varied	0.11	2	0.22
3. Entrance ticket prices are not competitive	0.16	3	0.48
<b>Sub-Total</b>	<b>0.38</b>		<b>0.92</b>
<b>Total</b>	<b>0.98</b>		<b>3.16</b>

*Source: Processed Data, 2023*

From the detailed analysis in Table 4.3 entitled 'Summary of Internal Factor Analysis' (IFAS), it is explained (Rangkuti, 2015) we can conclude several important points. First, when reviewing the company's Strength aspect, the aggregate score achieved was 2.24. On the other hand, the weakness aspect recorded a lower aggregate score, namely 0.92. If we consider these scores in a broader context, the combined score for the company's internal factors stands at 3.16. It offers a quantitative view of a company's current internal conditions.

**Table 3. External Factor Analysis Summary (EFAS)**

External Factors	Weight	Twig	Weight x Twig
<b>Opportunity (O)</b>			
1. Have loyal visitors	0.28	4	1.12
2. Collaborate with a tour guide	0.28	4	1.12
3. Government supported business	0.21	3	0.63
<b>Sub-Total</b>	<b>0.77</b>		<b>2.87</b>
<b>Threats (T)</b>			
1. Has many competitors	0.14	2	0.28
2. Doesn't look at consumers' purchasing ability	0.07	1	0.07
<b>Sub-Total</b>	<b>0.21</b>		<b>0.35</b>
<b>Total</b>	<b>0.98</b>		<b>3.22</b>

*Data Source Processed 2023*

Based on the calculations contained in the External Factor Analysis Summary (EFAS) table, it is explained (Rangkuti, 2015) it can be concluded that the Opportunity factor has a total score value of 2.87, while the Threat factor has a total score value of 0.35. The total overall score for external factors is 3.22.

Digging deeper into the breakdown of the total score for each factor listed, we can observe that the 'Strength' factor scored 2.24, while 'Weakness' recorded 0.92. Moving on to external factors, 'Opportunity'

got a fairly high score, namely 2.87, and 'Threat' recorded a score of 0.35. From the data collected, the total score for internal factors is 3.16, while the score for external factors is 3.22, which reflects a holistic picture of the internal and external conditions of the subject being reviewed.

**Formulation of SWOT Matrix Strategy Combination**

After calculating the aggregate scores for each category in Internal Factor Analysis (IFAS) and External Factor Analysis (EFAS), these findings are not only depicted on a Cartesian SWOT diagram as a visual representation, but also applied in the detailed SWOT matrix combination formula in the Table, as shown explained below:

**Table 4.**  
**Formulation of SWOT Matrix Strategy Combination**

IFAS EFAS	<b>STRENGTHS (S)</b>	<b>WEAKNESS (W)</b>
<b>OPPORTUNITIES (O)</b>	Strategy SO = 2,24 + 2,87 = 5,11	Strategy WO = 0,92 + 2,87 = 3,79
<b>THREATS (T)</b>	Strategy ST = 2,24 + 0,35 = 2,59	Strategy WT = 0,92 + 0,35 = 1,27

According to the calculations in table 4.3 above, the values obtained from the combination of SWOT strategies are as follows: SO (5.11), ST (2.59), WO (3.79), WT (1.27)

**SWOT Matrix**

According to (Rangkuti, 2016) table presented, the SWOT matrix has been prepared to explore various strategic alternatives divided into four main categories: Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat or ST), and Weakness-Threat (WT). To gain a deeper understanding of this analysis, the SWOT matrix can be seen in the table attached along with this information.

**Table 5**  
**SWOT Matrix Strategy Combination**

SW	<b>STRENGTHS (S)</b> 1. Has accommodation (cottages) with natural nuances 2. Places where photos are owned 3. The service provided to consumers is good	<b>WEAKNESS (W)</b> 1. Location conditions are not easily accessible by public transportation 2. The food menu offered is not varied 3. Entrance ticket prices are not competitive
<b>OT</b> <b>OPPORTUNITIES (O)</b>	<b>SO STRATEGY</b>	<b>WO STRATEGY</b>

<ol style="list-style-type: none"> <li>1. Have loyal visitors</li> <li>2. Collaborate with a tour guide</li> <li>3. Government supported business</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer loyalty packages or special discounts for frequent visitors.</li> <li>2. Taking advantage of good places to attract government attention and get support in tourism development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the entrance ticket prices and adjust them to more competitive rates.</li> <li>2. Conduct market surveys to understand the preferences of loyal visitors and adjust the food menu.</li> </ol>
<p><b>THREATS (T)</b></p> <ol style="list-style-type: none"> <li>1. Decrease in consumer purchasing power.</li> <li>2. Have the same type of destination as competitors</li> </ol>	<p><b>STRATEGY ST</b></p> <ol style="list-style-type: none"> <li>1. Organize photo contests or events that can spark consumer interest and participation.</li> <li>2. Offer affordable pricing plans or special promotions to respond to declining purchasing power.</li> </ol>	<p><b>WT STRATEGY</b></p> <p>Offer economical packages or special promotions.</p>

*Data Source Processed 2023*

By referring to the combination of the SWOT matrix contained in table 4.4 above, a number of strategies can be implemented by Puncak Mas Bandar Lampung City. The various strategies above are as follows:

#### **SO Strategy**

1. Offer loyalty packages or special discounts for frequent visitors.
2. Utilizing good branding to attract government attention and gain support in tourism development.

#### **ST Strategy**

1. Organize photo contests or events that can spark consumer interest and participation.
2. Offer affordable pricing plans or special promotions to respond to declining purchasing power.

#### **WO Strategy**

1. Review the entrance ticket prices and adjust them to more competitive rates.
2. Conduct market surveys to understand the preferences of loyal visitors and adjust the food menu.

#### **WT Strategy**

Offer economical packages or special promotions.

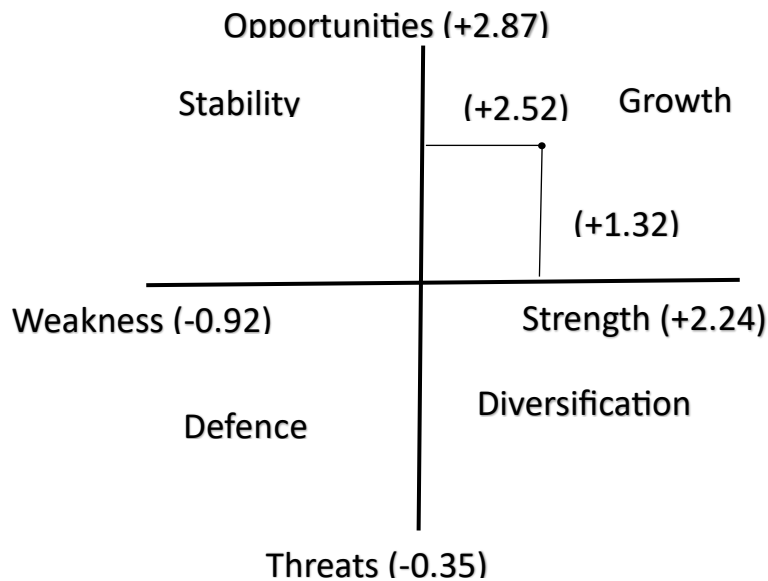
#### **SWOT Analysis Cartesian Diagram**

Cartesian diagrams are used in SWOT analysis to assess internal and external aspects by referring to the data in the IFAS and EFAS tables. From the available data, it is clear that there is a difference in scores of 1.32 when comparing aspects of strengths and weaknesses. In addition, there is a more significant difference, namely 2.52, when assessing opportunities compared to threats. The results of this evaluation



are then visualized in a Cartesian SWOT Diagram, and can be further inspected in the diagram provided below.

**Figure 1**  
**SWOT Analysis Cartesian Diagram**



*Data Source Processed 2023*

## Closing

### Conclusion

From the in-depth discussion about the combination of strategies in the SWOT matrix for the Puncak Mas tourist attraction in Bandar Lampung, the strategy that stands out is SO, which scored a total score of 5.11. Followed by the WO strategy which recorded a score of 3.79. Meanwhile, the ST strategy achieved a score of 2.59 and the WT strategy had a lower score of 1.27.

In the Cartesian diagram Puncak Mas Bandar Lampung is in quadrant I which indicates favorable conditions. Puncak Mas Bandar Lampung, by having opportunities and strengths, can optimize the utilization of available opportunities. Based on the results of the discussion discussed previously, it was found that the internal situation, namely the Weakness factor, is more dominant than the Strength factor. External conditions also remain in a favorable position because opportunities are more dominant than existing threats. However, this does not allow the company to experience a decline if the company continues to implement the right strategy in accordance with the position of Puncak Mas Bandar Lampung which is in quadrant I, namely implementing market penetration by means of a price policy below competitors, increasing the number of products, increasing the number of workers, and product innovation. .

### Suggestion

Based on the conclusions that have been obtained, the author has several suggestions for input to related parties:

1. The great opportunity that Puncak Mas has with visitors who come repeatedly can be supported by improvements to the entrance access to Puncak Mas. With easier access, the possibility that visitors will find it easy to visit will also increase.
2. The existence of a food court that provides varied and contemporary food will encourage visitors' interest in not only enjoying the view offered by Puncak Mas but also enjoying the food on offer. This can add to the visitor's experience of enjoying food in a hillside atmosphere, besides that, it is hoped that it will increase income for Puncak. Sir.
3. The lack of a thematic atmosphere at Puncak Mas makes this destination lacking in offering unique experiences. It is hoped that Puncak Mas will add a thematic atmosphere such as mixing durian-themed decorations by offering dishes and drinks made from durian fruit.

Evaluation of the performance of each employee is also required every 6 months, this aims to ensure that good employee performance can be maintained consistently.

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