

SETTING STRATEGY AT FIVE-STAR HOTEL USING VALUE CHAIN ANALYSIS: CASE STUDY ON PT. SARASWATI GRIYA LESTARI, TBK

Muhammad Affan Gaffar¹⁾

*Full Time Students, Master of Management Science Program at Faculty of Economics
and Business, Universitas Padjadjaran*

Muhammad Aulia Rahman²⁾

*Full Time Students, Master of Management Science Program at Faculty of Economics
and Business, Universitas Padjadjaran*

Popy Rufaidah³⁾

Lecturer at Faculty of Economics and Business, Universitas Padjadjaran

ABSTRACT - *The purpose of this research is to discuss about the application of value chain analysis model by using Crain and Abraham (2008) model consisting of upstream and downstream analysis. The model is applied to PT Saraswati Griya Lestari, Tbk which manages five-star hotel. This research describes the value chain in the company from the upstream to the downstream side. Through the discussion of the application of the model, this study provides several alternative strategies that can be applied by the company. The research method used is case study which aims to present structured, factual, and accurate information about the object that is under study. The case study method is used to identify the value chain in the company engaging in hotel services through upstream activities up to the downstream side. This study uses SWOT analysis method to identify strategic strengths and weaknesses, as well as threats and opportunities that can be followed up by the company. This study identifies a number of strengths and weaknesses of firms based on (for example) corporate financial analysis. The results of the analysis are set forth in the IFAS and EFAS tables. Based on value chain analysis*

from upstream to downstream, the company allows to apply relevant strategies to the character of products and services offered by PT Saraswati Griya Lestari, Tbk. This study provides a managerial impact on the company that is under study, i.e. the company can apply the application of setting strategy to achieve company goals and can improve the components that are considered less.

Keywords: downstream analysis, EFAS, IFAS, SWOT analysis, setting strategy, upstream analysis, value chain analysis.

BACKGROUND RESEARCH

Value chain analysis (VCA) is a way of examining the nature and extent of synergies, if any, between activities of a company. VCA refers to the process of determining the costs associated with a company's activities from raw material purchases to the production and marketing of such products (Rufaidah, 2016). The value chain is the sequence of activities and services required to

bring the product or service from its conception to the final consumer, and final disposal after use (Kaplinsky and Morris, 2000; Hellin and Meijer, 2006). The value chain includes the process of collecting inventory to start a business, the production process, until output that reaches the consumer. For companies engaging in the tourism sector (service providers), the value chain includes the construction of a company's facilities to provide services, provision of supporting facilities, the provision of labor to direct services provided to consumers. This value chain analysis can be used by business actors to improve the profitability of the company. Profitability can be improved by the use of the right strategy.

Value chain analysis (Porter, 1985) is widely used the manufacturing industry to maximize value through the evaluation of production and distribution chains, with particular emphasis on time and quality of shipment commensurated with price. The use of VCAs in the service provider industry is very limited, and recently some VCA articles have even focused on poverty (Lafferty, 2005; Overseas Development Institute, 2007; Porter, 2004). However, VCA remains inadequate for analysis in the field of service provision in general, and particularly in the hospitality / tourism literature.

To determine the strategy that is used, knowledge of the company's competitive advantage is required. The relative position of a firm within an industry is determined by its competitive advantage (cost leadership vs. differentiation) and its choices of competitive scope. This competitive scope distinguishes between companies

that have broad industry segment targets and companies that focus on a narrower segment. This generic strategy is useful for explaining strategic positions at the simplest and broadest level. Porter argues that achieving a competitive advantage requires companies to make choices about the type and scope of their competitive advantage (Zekiri, 2011).

The purpose of this study is to provide some alternative strategies that can be applied by the company through the discussion of the application of value chain analysis model using Crain and Abraham (2008) model consisting of upstream and downstream analysis. The model is applied to PT Saraswati Griya Lestari, Tbk which manages three-star hotels and five-star hotels. This research describes the value chain in the company from the upstream to the downstream side.

LITERATURE REVIEW

Value Chain Analysis (VCA)

In the book of Management Strategy (Strategic Management) written by Popy Rufaidah (2016), states that value chain analysis (VCA) is a way to examine the nature and level of synergy, if any, among the activities of the company. VCA refers to the process of determining the costs associated with a company's activities from purchasing raw materials to the production and marketing of the product.

The value chain is the sequence of activities and services required to bring the product or service from its conception to the final consumer, and final disposal after use (Kaplinsky and Morris, 2000; Hellin and Meijer, 2006). The value chain includes input suppliers,

manufacturers, processors and buyers. They are supported by various technical, business and financial services providers. Value Chain Analysis (VCA) is a diagnostic tool, defined by Taylor (2005) as "a multi-dimensional assessment of the performance of the value chain, including product flow analysis, information flow and management and value chain control" (El-Sayed, 2014).

Systematic research in individual corporate activities can lead to a better understanding of company strengths and weaknesses. "Each company is a set of activities undertaken to design, manufacture, market, deliver and support its products. All activities can be described using the value chain. The differences between the value chains of competitors are a key source of competitive advantage. "(Porter, 1985) In order to produce competitive advantage and competitiveness through value chain analysis, there has to be identification of the combined costs of all activities in the firm's value chain in conducting its business. The company must determine what are the advantages and disadvantages of cost in its value chain against the competitor's enterprise's value chain. (David, 2009)

The description of the value chain analysis can be seen in the chart below (Figure 1) (Porter, 1985). Then the value chain analysis is further elaborated or downgraded into upstream and downstream directions (Crain, 2008). In Chaffey (2007) it is described that an upstream chain value chain analysis is a transaction between an organization and a supplier and an intermediary. While the downstream chain is a transaction between the

organization and the customer and the intermediary.

[Figure 1 about here]

VCA aims to identify where advantages or disadvantages exist along the firm's value chain from raw materials to customer service activities (Rufaidah, 2014). Value chain analysis (VCA) has proven to be a useful tool for assessing performance in different systems that ,first, identifies and analyzes the gaps and weaknesses in the performance of the value chain. The second is to identify and suggest appropriate strategies for improvement, management and development to improve the performance of the value chain (Macfadyen et al., 2012).

In the application of value chain analysis, some challenges are sometimes found, regarding the original value chain model of the Porter model (1985) is a value chain model for the manufacturing industry. Therefore, it is necessary to make adjustments in the preparation of the value chain analysis of the manufacturing model into a non-manufacturing or service model. Among other things, if there is a flow of goods transformation in the manufacturing value chain physically, it must be adjusted into the flow of data and service transformation. (Nooteboom 2007).

There have been several studies on the application of value chain analysis in services but are still relatively small in the hospitality industry. In a previous study, Brathwaite (1992) proposed a value chain model for hospitality and tourism services. In the study, the authors propose a value chain model for an international traveler experience that extends from the

selection of vacation spots through experience or information, to the traveler's return to the airport. The purpose of evaluating each of the consecutive components of this value chain is to investigate factors that will enhance the satisfaction of the travelers services. Since then, there has been no further study to conduct value chain analysis in that context (Sharma, 2009).

Strategy

Strategy is a unique and valuable formation because it includes a number of factors that give a company a competitive advantage (Porter, 1987). The strategy represents the long-term management and involvement of companies that create benefits in a flexible environment between the source and the competencies designated by the fulfillment of shareholder demands (Johnson et al., 2005). According to Porter (1985):

- Strategy is a plan, about "how", which is a mean to help the company toward a goal.
- Strategy is a recurring way to engage activities.
- Strategy is a position, a reflection of the decisions taken to offer certain products or services in their respective markets.
- Strategy is the perspective of the vision and mission of management.

Based on some researches, setting a strategy can be done when a firm manage to integrating activities in the value chain. Thus, strategy can be achieved and set depends on interdependencies among activities whether upstream or downstream activities that increase the value of

product or services provided by a firm (Ensign, 2001). The activities of the value chain which can be a method to set a strategy are: research and development, design, production, marketing, distribution, and after-sale service. These activities are supported by a set of supplementary activities of accounting, finance, human resources and information technology (Hernandez and Pedersen, 2017). According to Gerry (2011), value chain analysis is a tool that helps in building a structural strategy of the company, to keep providing services (Gerry, 2011).

Comparing value chain with another firm can be helpful to find a firm's competitive advantage. A study conducted by Alnawaiseh et al (2014) revealing that manufacturing companies in Jordan suffer from strong competition caused by the entrance of Jordan on the free trading organization. Manufacturing companies in Jordan also suffers from the lack of expertise in using value chain analysis to achieve and sustain competitive advantage. The study revealed that the respondents in Jordanian manufacturing companies analyze value chain, but they didn't use it to achieve and sustain competitive advantage through applying a sustainable strategy (Alnawaiseh et al., 2014).

ANALYSIS METHOD

The research method used is case study method with descriptive analysis based on Value Chain Analysis and strategy determination continued with Porter Matrix approach to find competitive advantage from the company under study. The value chain analysis framework proposed in this

study focuses on the main services of hotels, facilities and provision of supporting services (restaurants), and transportation services (airport and hotel pickup accommodation) (Brathwaite, 1992). Value Chain Analysis starts from the Internal VCA in which it is the company's activities in preparing services to be offered. The researchers identify the company's value chain starting from the internal value chain, the external value chain, the upstream value chain, downstream value chain and then identifying what competitive advantage PT Saraswati Griya Lestari, Tbk has for determining the company's strategy in the future. After identification, researchers can evaluate the performance of PT Saraswati Griya Lestari, Tbk based on qualitative and descriptive value chain analysis to find the strategy setting that is expected to increase the company's competitive advantage.

RESULTS AND DISCUSSION

SWOT Analysis of PT Saraswati Griya Lestari, Tbk.

IFAS, Strength and Weakness

[Figure 2. Table 1 about here]

In the IFAS table Strength above it can be seen some significant corporate strength first brought the concept of Go Green Hotel which is a form of support for environmentally friendly development but still has high accommodation value and with the best structural material in its class. In addition to offering the best class, PT. Saraswati Griya Lestari builds and designs its hotels uniquely by combining the local wisdom culture of the hotel's

location, the traditional contemporary building style with a touch of a modern combination of international class quality. In addition, the company also pay attention and contribute to the preservation of environmental conditions surrounding the company as embodied in corporate social responsibility (HOTL Annual Report, 2016).

Location strength is also very significant. The location of each accommodation unit of hotels PT Saraswati Griya Lestari is very strategic. It is a favorite tourist destination both foreign and domestic make the company excel in the hospitality business and resort. Saraswati Borobudur Hotel has a very strategic location because guests can enjoy beautiful views of Mount Merapi, especially the hotel is just 5 minutes walk to Borobudur Temple. Indonesian tourism is entertained by Borobudur temple which is the favorite tourist destination both foreign and domestic (Mark P. Hampton, 2005). On the other side of the Westin Ubud is built in Ubud area, Gianyar regency, Bali where the region is based on a reader survey of one of the magazines from the United States that is Conde Nast Traveler, selected and awarded as the best city in Asia by offering lodging that highlights side beauty, calmness in the rice fields with the sound of river water flow. The Saraswati Seminyak is strategically located close to Ngurah Rai Airport, Kuta and Seminyak. Seminyak area is one of the most crowded entertainment venue and is a popular place for tourists who come to Bali especially foreign tourists. The area of Seminyak is very popular among foreign tourists, so there are many of the villas, hotels and luxury-class spa (HOTL

Annual Report, 2014). In addition, the greatest strength of the location lies in the location of the hotel located on the cliff edge of the beach facing directly with the Indian Ocean (<http://www.saraswatigriyalestari.com>, 2017).

Based on Table IFAS The above, weakness can be described some of the weaknesses faced by the company include Domain website is still very quiet and less content so it is not interesting to see. If we visit the main domain of the company at www.saraswatigriyalestari.com then the website bias looks incomplete and is not maximized as a means of visiting both home and abroad to be able to directly access such as booking rooms, room availabilities, hotel information, and many others.

The next weakness of the Marketing aspect is still limited and somewhat exclusive, other than that the company does not have a Social Media account which as we know the role of social media today is very large in product promotion activities and attract customers. As we know the role of social media today is very large in product promotion activities, providing information, and hook customers (Faith, Daniel K. 2015).

EFAS, Opportunities and Threats of the Company

[Figure 3. Table 2 about here]

Based on the above EFAS table, we can describe some opportunities owned by company or biased company in order to maximize the profile and get customers. The first opportunity is the government regulation of tourism

section initiated "Visit Indonesia - Wonderful Indonesia", this is the greatest opportunity with the highest weight. This is because the impact and the greatest significance for the company, the Ministry of Tourism in a structured way release Wonderful Indonesia (<http://www.indonesia.travel/>) which is a global tourism promotion program of Indonesia to the world. This is the best opportunity made by the government in attracting the interest and the number of tourists both domestic and foreign tourists to tourism and destinations in Indonesia. Various regions of Indonesia and its diversity are promoted, even the Wonderful Indonesia promotional video has won the 1st place in International level. Of course, where Bali gets the greatest benefit from the increasing number of tourists coming this is certainly a huge opportunity for the company (Kemenpar.go.id, 2017).

Then the company's opportunities also come from the high level of domestic and international tourist mobility. The level of mobility of people, especially foreign tourists is quite high shown from the increasing number of tourists who come to visit increased significantly, covering Asia, America, Africa, and especially Europe. Based on data from the Central Bureau of Statistics of Bali 2017 from 2015, the visit rate is amounted to 4,001,835 increasing dramatically in 2016 and reached 4,927,937 tourists (domestic and foreign) with a high enough figure shows the movement of the increasingly flexible community in conducting holidays or activities other business. This can be an opportunity for companies to get customers and also to attract more new customers.

In addition to the above overall there are also some real threats biased faced by the company. Therefore the impact of the loss is necessary to be anticipated and avoided or minimized. The first Consumer Protection Act becomes a threat to the company in certain cases. Based on some reviews of hotels on TripAdvisor which is an international site, there are some reviews that are less profitable for the company, although not demanded by consumers but this has become a serious threat and reprimand for the company (Tripadvisor.com 2017).

Then there is also a real threat from a development that is being supervised that is projection of natural disasters eruption of Mount Agung. The real risks of natural disasters and climate change from Gunung Agung Activities. The real threat faced today is Mount Agung which is predicted to erupt, the current status of the mountain itself has become Awas, with the possibility of eruptions that exceed the eruption of Mount Merapi and Sinabung. The impact of the disaster is to reduce the interest of tourists in visiting Indonesia, especially destinations to Central Java and Bali which will impact on hotels owned by the company. In addition, natural disasters can adversely affect the condition of buildings and hotel inventories if they are destructive (BMKG Indonesia 2017).

VALUE CHAIN ANALYSIS

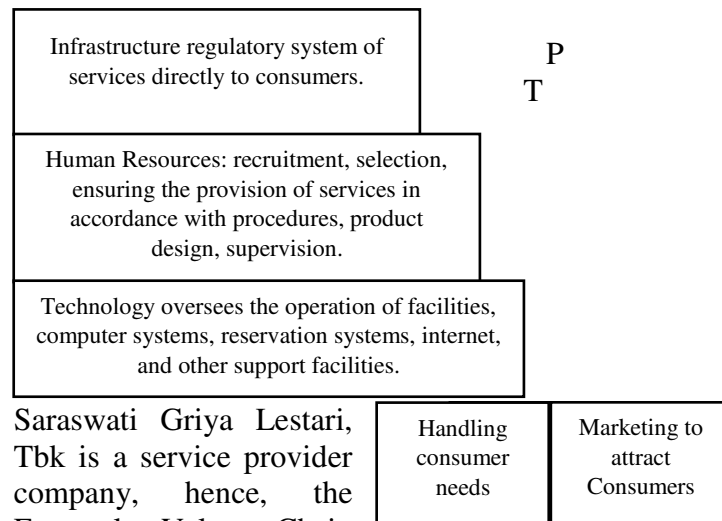
Ensign (2001), Sultan and Saurabh (2013), and Alnawaiseh et al (2014) agrees that value chain analysis helps firms to identify their internal and

external activities, identify the source of competitive advantage then formulating a strategy to maintain the advantage or to help the firm to develop. Value chain analysis approach have three advantages (Ensign, 2001):

- Help firms to understand and identify the source of competitive advantage.
- Identify the internal linkages (activities in the same business unit), external linkage (activities with another firm), and activities between business unit inside a firm.
- Value chain analysis focus on formulation of firm-specific strategies.

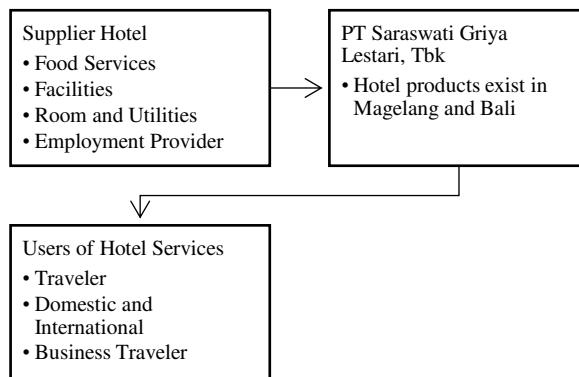
Internal Value Chain of PT Saraswati Griya Lestari, Tbk

Supporting Activities



world hotel network operators. The company also implements the optimal level of hotel service in accordance with the requirements established between the company together with the hotel network operator that become partners, and human resources selection in detail, especially those who have a spirit for Service Excellence to meet customer satisfaction. In addition to some of the above, the company remains focused to continue to innovate and develop products. Ensign (2001) stating that a good strategy to gain competitive advantage can be done when a firm manage to integrating activities in the value chain. Thus, strategy can be achieved and set depends on interdependencies among activities inside or outside the firm (Ensign, 2001).

External Value Chain of PT Saraswati Griya Lestari, Tbk



External Value chain above shows how PT Saraswati Griya Lestari, Tbk works. Providers of food, beverages, rooms, labor for hotels deliver supplies to hotels owned by PT Saraswati Griya Lestari, Tbk. Consumers who come and use various facilities and services hotel products

provide feedback through online applications that have been integrated in the smartphone. Feedback received by the company for use as a consideration in providing hotel services in the future.

After compiling the original concept of Porter (internal and external value chain), the preparation of upstream and downstream value chain is conducted. The upstream value chain is based on the company's point of view, while the downstream value chain is dependable on the consumer's point of view (Crain, 2008).

Upstream Value Chain

[Figure 4 About here]

The upstream value chain table above shows how PT Saraswati Griya Lestari, Tbk provides hotel and hotel support facilities starting from location and selection of basic materials (cement), building material providers, temporary workers, hotel building construction, hotel room development , meeting rooms, mini-theater, swimming pool, gym, jacuzzi, bath tub, tv, shower, bed, deposit box, gym equipment and hotel staff recruitment and hotel security staff to the provision of main facilities such as beverages, snacks, and laundry. All facilities and recruitment of hotel workers owned by the company pass the quality control process conducted directly and based on the standards established by PT Saraswati Griya Lestari, Tbk and partner companies before is is distributed to hotels owned by the company that will be provided to consumers.

This value chain analysis has proven to be very useful for the analysis of three major factors namely cost

analysis and cost reduction, differentiation, and product development. However, the most important practice is that the company is able to analyze its own value chain (Crain, 2008)

Downstream Value Chain

[Figure 5 about here]

The downstream value chain table above shows how the PT Saraswati Griya Lestari, Tbk provides service products presented directly to consumers. Whatever can be accessed by consumers is included into downstream value chain such as hotel reservation service (which can be done by phone, fax or smartphone application), transportation service (customer service to airport or station) for five-star hotel consumer, welcome reception by hotel staff (most of the reviews on the site/app show that staff friendliness is one of the determinant factor of consumer convenience), welcome snacks and drinks for new guests to the hotel, fast front desk service, 24-hour non-stop room service for consumers, the availability of leisure facilities for leisure travelers such as private jacuzzi, spa, internet, TV, gym, private/public pool, mini theater, minibar, restaurant and choice of location offered is very close to popular tourist destinations. Meeting room, TV, easy access to access to accelerate mobility, and internet service are all provided for business traveler.

The points mentioned above are some of the advantages of the hotels owned by PT Saraswati Griya Lestari, Tbk compared to the hotels owned by a competitor. The above points need to be maintained so that PT Saraswati Griya

Lestari, Tbk can continue to have competitive advantages by maintaining good relationship with third parties providing building materials, room design and hotel construction workforce, and parties providing room facilities.

In addition to the above advantages, the location owned by hotels owned by PT Saraswati Griya Lestari, Tbk has a shorter distance to airport and tourist destinations than its competitors. The company is also the only hotel in Bali which is on the edge of the cliff overlooking the Indian Ocean which is the favorite destination of tourists. Thus, PT Saraswati Griya Lestari, Tbk can continue to maintain this advantage to make the development of tourism facilities for the achievement of corporate goals.

SETTING STRATEGY USING GROWTH/ EXPANSION STRATEGY

This section discusses about the setting of strategies that can be applied to the company. Based on the advantages of the SWOT analysis contained in the IFAS and EFAS tables and the Upstream and Downstream Chain value chain models, we can form a strategy setting for future firms. For companies that have one product/service such as PT Saraswati Griya Lestari, Tbk, strategy formulation or strategy planning can use corporate strategy. The scope of corporate strategy includes Growth / Expansion Strategy, Delay Strategy, and Retrenchment Strategy (Rufaidah, 2014). Based on information covering the company's IFAS and EFAS as well as upstream and downstream value chains, the corporate strategy that can be applied to the company is a growth or expansion

strategy. Strategy setting that can be applied to PT. Saraswati griya Lestari can be described in the following chart.

Growth/Expansion Strategy Setting Mapping Chart of PT. Saraswati Griya Lestari, Tbk.

[Figure 6 about here]

Growth or expansion strategy is the most widely used strategy for companies in formulating corporate directional strategies (Wheelen, Hunger, 2010). This is because this strategy is designed to achieve an increase in sales growth, assets, profit, and a combination of these things. Companies that run their businesses in emerging industries must grow in order to survive. Continuous growth will lead to an increase in the number of sales and the opportunity to gain profit from the experience of reducing unit cost of the product thereby it gives impact to the increase of company profits. (Rufaidah, 2014)

Applying the right strategy can show the level of company efficiency. This study investigates the efficiency of business process that creates value products and services for customers. Measuring the value directly from the consumer experience is the best challenge, and is difficult to define. Value is interpreted as an exchange (Woodall, 2003). Vertically, the strategy that companies need to implement is to strengthen the hotel operator network, strengthen relationships with suppliers, and providers of hotel support facilities. Horizontally, the company can add product facilities and product itself, and hotel chain.

CONCLUSION

This research succeeds in drawing some conclusions which then can be made a recommendation for the company under study. Based on IFAS analysis, EFAS, upstream value chain, and downstream, the following are the advantages of PT Saraswati Griya Lestari, Tbk:

1. All the hotels belong to PT Saraswati Griya Lestari, Tbk affiliated with the brand of famous hotels of international scale.
2. The hotel operator of PT Saraswati Griya Lestari, Tbk participates in the supervision of the supplier of product materials and the supporting facilities of the hotels owned by PT Saraswati Griya Lestari, Tbk.
3. The location of the hotel is strategic and is close to transportation and tourist destinations.

Other findings based on price comparison and some hotel facilities owned by PT Saraswati Griya Lestari, Tbk with competitor hotels, are as follows:

1. The only hotel in Bali located on the cliff edge of the beach and facing directly to the Indian Ocean (Anantara Seminyak Bali)
2. Consumer reviews about hotel rooms are higher than their competitors
3. Hotel room reservation rates are relatively lower than competitors
4. Free Wi-Fi is available in every room
5. Distance hotel with tourist destinations and airports is closer than its competitors.

Then after knowing the advantages through upstream and downstream value chain analysis and

based on that information, the strategy arrangement that has to be considered by PT Saraswati Griya Lestari, Tbk is Growth Strategy where the company focuses on strengthen of concentration vertically and horizontally, and diversification based on upstream supply chains (suppliers of building materials, providers of labor, suppliers), in which horizontal focus strengthens direct services to consumers by adding service delivery products (downstream value chain), and adding to its hotel chain in several other tourist destinations in Indonesia.

REFERENCES

- Alnawaiseh, Musa Abdel Latif Ibrahim, Firas Muhammad AL-Rawashdi, and Mahmoud Alnawaiseh. 2014. "The Extent of Applying Value Chain Analysis to Achieve and Sustain Competitive Advantage in Jordanian Manufacturing Companies." *International Business Research* 7 (8).
<https://doi.org/10.5539/ibr.v7n8p179>.
- Crain, D. W., & Abraham, S. (2008). Using value-chain analysis to discover customers' strategic needs. *Strategy & Leadership*, 36(4), 29–39.
<https://doi.org/10.1108/10878570810888759>
- Devy, G. P. (2015). *MOTIF GAYA HIDUP TRAVELING*. Retrieved from
<http://repository.mercubuana.ac.id/9123/2/Cover.pdf>
- Gereffi, Gary, and Karina Fernandez-Stark. 2011. "Global Value Chain Analysis: A Primer." *Center on Globalization, Governance & Competitiveness (CGGC)*, 1–39.
- Hampton, M. P. (2005). Heritage, Local Communities and Local Development. *Annals of Tourism Research* 32, 3, 735–759. Retrieved from
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.472.9038&rep=rep1&type=pdf>
- Hidayat, C. (2012). Suatu Contoh Aplikasi Pada Jasa Rumah Sakit, (9), 641–653.
- Hernández, Virginia, and Torben Pedersen. 2017. "Global Value Chain Configuration: A Review and Research Agenda." *BRQ Business Research Quarterly* 20 (2): 137–50.
<https://doi.org/10.1016/j.brq.2016.11.001>.
- Ichsani, S., & Suhardi, A. R. (2015). The Effect of Return on Equity (ROE) and Return on Investment (ROI) on Trading Volume. *Procedia - Social and Behavioral Sciences*, 211(November 2015), 896–902.
<https://doi.org/10.1016/j.sbspro.2015.11.118>
- Johnson, G., Scholes, K., & Whittington, R. (2005). *Exploring Corporate Strategy: Text and Cases*. [https://doi.org/10.1016/0024-6301\(84\)90230-9](https://doi.org/10.1016/0024-6301(84)90230-9)
- Laporan Tahunan 2016 PT Saraswati Griya Lestari, tbk. (2016). Retrieved from
[http://www.idx.co.id/Portals/0/StaticData/ListedCompanies/Corporate Actions/New Info JSX/Jenis Informasi/01 Laporan Keuangan/04 Annual Report//2016/HOTL/HOTL Annual Report 2016.pdf](http://www.idx.co.id/Portals/0/StaticData/ListedCompanies/Corporate%20Actions/New%20Info JSX/Jenis Informasi/01 Laporan Keuangan/04 Annual Report//2016/HOTL/HOTL Annual Report 2016.pdf)
- Ensign, Prescott C. 2001. "Value Chain Analysis and Competitive Advantage." *Journal of General Management* 27 (2001): 18–42.
<https://doi.org/10.1177/030630700102700102>.
- Porter, M. E. (1987). From Competitive Advantage to Corporate Strategy en Harvard Business Review.

- Rufaidah, P. (2012). *Manajemen strategik* (Pertama). Bandung: Humaniora.
- Rufaidah, P. (2016). *Manajemen Strategik* (1st ed.). Bandung: Humaniora.
- Sharma, A., & Christie, I. T. (2010). Performance assessment using value-chain analysis in Mozambique. *International Journal of Contemporary Hospitality Management*, 22(3), 282–299. <https://doi.org/10.1108/09596111011035918>
- Sultan, Abid, and D Saurabh. 2013. “Achieving Sustainable Development through Value Chain.” *International Journal of Managing Value and Supply Chains* 4 (2): 39–46. <https://doi.org/10.5121/ijmvsc.2013.4204>.
- Wheelen, T. L., & Hunger, J. D. (2010). *Strategic Management and Business Policy*.
- Zekiri, J., & Nedelea, A. (2011). Strategies for achieving competitive advantage. *The USV Annals of Economics and Public Administration*, 11(2), 63–73. Retrieved from [http://econpapers.repec.org/RePEc:scm:ausvfe:v:11:y:2011:i:2\(14\):p:63-73%5Cnwww.seap.usv.ro/annals](http://econpapers.repec.org/RePEc:scm:ausvfe:v:11:y:2011:i:2(14):p:63-73%5Cnwww.seap.usv.ro/annals)

APPENDIX

Figure 1.

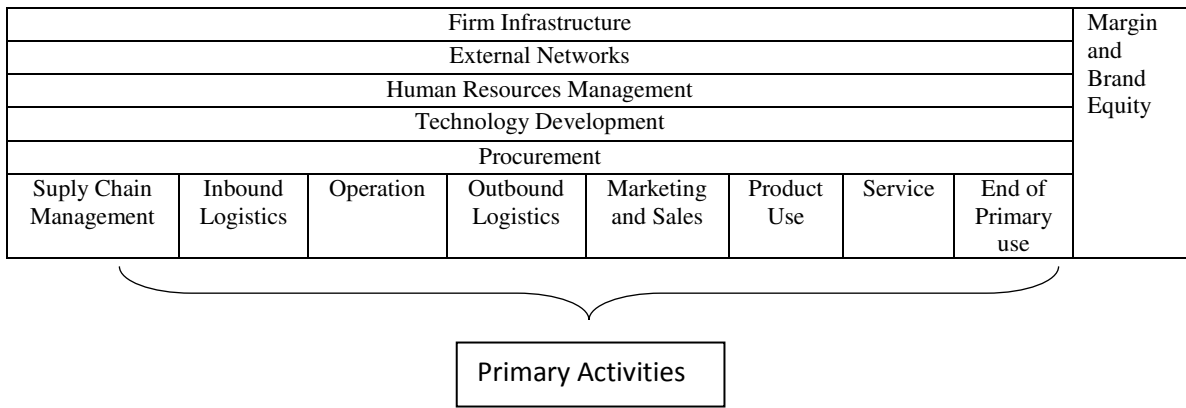


Figure 2. Table 1

Table. IFAS, Strength and Weakness of PT Saraswati Griya Lestari, Tbk.

Internal Strategic Factors	Value	Rating	Score
A. Strength			
1. International Go Green cultural Luxury Concept Hotel adopted by the company and embodied in the Vision of the company	0,25	4	1.00
2. Afiliation with international scale hotels that have been renowned in the world	0,25	4.5	1.125
3. The location of strategic hotel and resort units in Central Java and Bali, as well as the only hotel in Bali located on the cliffs and overlooking the Indian Ocean.	0,40	5	1
4. Selection and Recruitment of employees who are systematic, rigorous, and qualified	0,13	4	0.52
5. Use of MHRS for all Hotel PT. Saraswati Griya Lestari, Tbk	0,12	4	0.48
6. Choice of room types that are very diverse benefits for various purposes	0,11	3.5	0.385

B. Weakness			
1. Web is classified as passive, a little visualization, and less content	0,05	1.5	0.075
2. Company's financial fluctuations from year to year	0.05	2.5	0.125
3. Marketing promotion is still very limited and has not been widespread	0,15	1	0.15
4. Maintenance of hotel hotel inventory is still considered less	0.1	2	0.2
	1.00		5.06

Figure 3. Table 2

Table. EFAS, Opportunities and Threats of PT. Saraswati Griya Lestari, Tbk

External Strategic Factors	Value	Rating	Score
Opportunities			
1. Government regulations of the tourism sector that initiates "Visit Indonesia - Wonderful Indonesia"	0.17	5	0.8
2. Globalization and the world economy opening integration of cooperation with world renowned hotels	0.15	4.75	0.75
3. Changes in lifestyle traveling is increasingly popular	0.10	4.5	0.58
4. High levels of tourist mobility both domestically and internationally	0.08	4	0.52
5. Environmental factors and social responsibility that bring benefits to the company	0.05	3.75	0.40
6. The rich cultural and tourism value of the hotel where it operates	0.05	3.75	0.40
Total opportunity (O)			
Threats			
1. Consumer Protection Law becoming a threat to the company in certain cases	0.05	2	0.20
2. The Presidential Instruction contains a prohibition on all activities of meetings or meetings conducted by civil servants and central and local government agencies in hotels.	0.10	3	0.30
3. Conditions The economic crisis in Europe	0.05	1.5	0.15

posing a threat to the number of foreign tourists who stay overnight			
4. Real risks of natural disasters and climate changing from Gunung Agung Activities	0.15	3.5	0.47
5. Experiencing local disruption if cooperation and harmonization of the company is damaged	0.04	1	0.08
Total Threat			
(T)TOTAL SCORES	1.0		4.78

Figure 4

PT. Saraswati Griya Lestari Upstream Value Chain

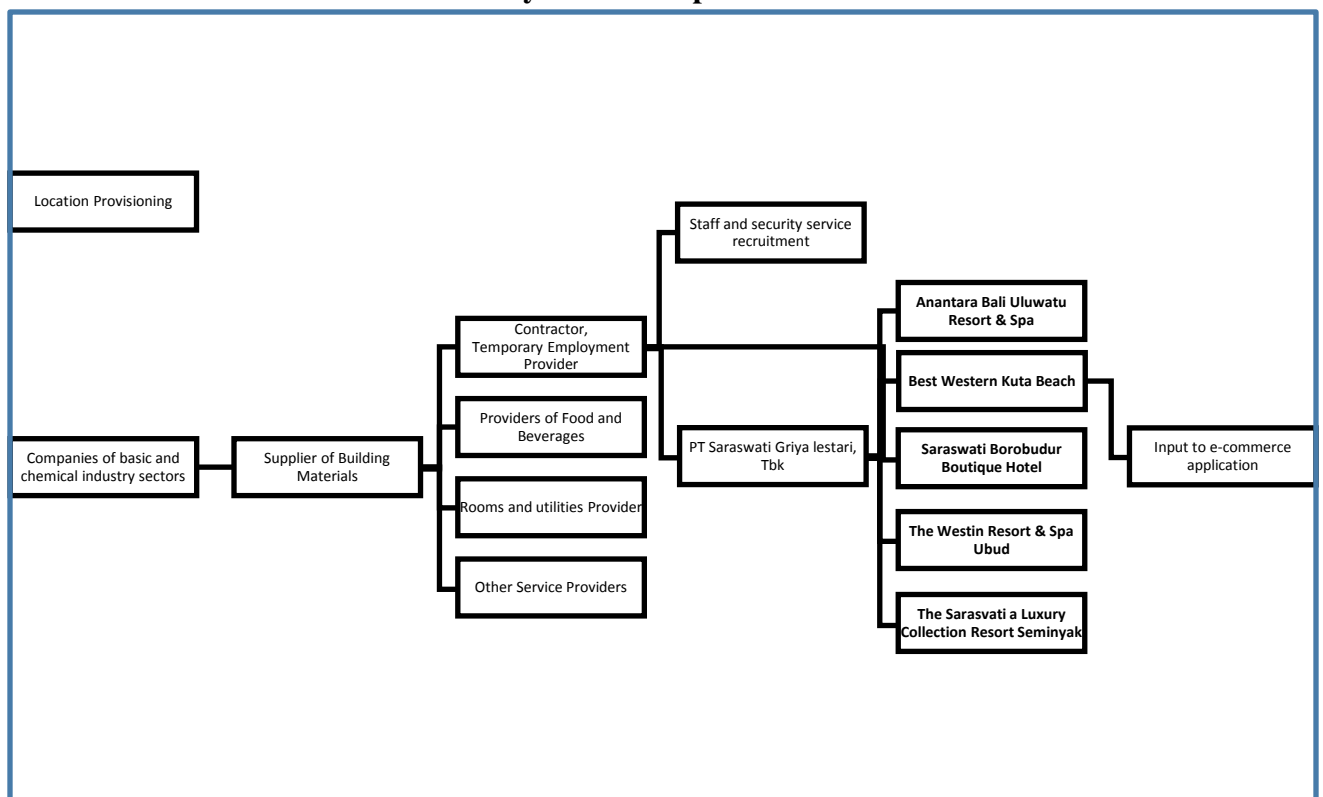


Figure 5

PT. Saraswati Griya Lestari Downstream Value Chain

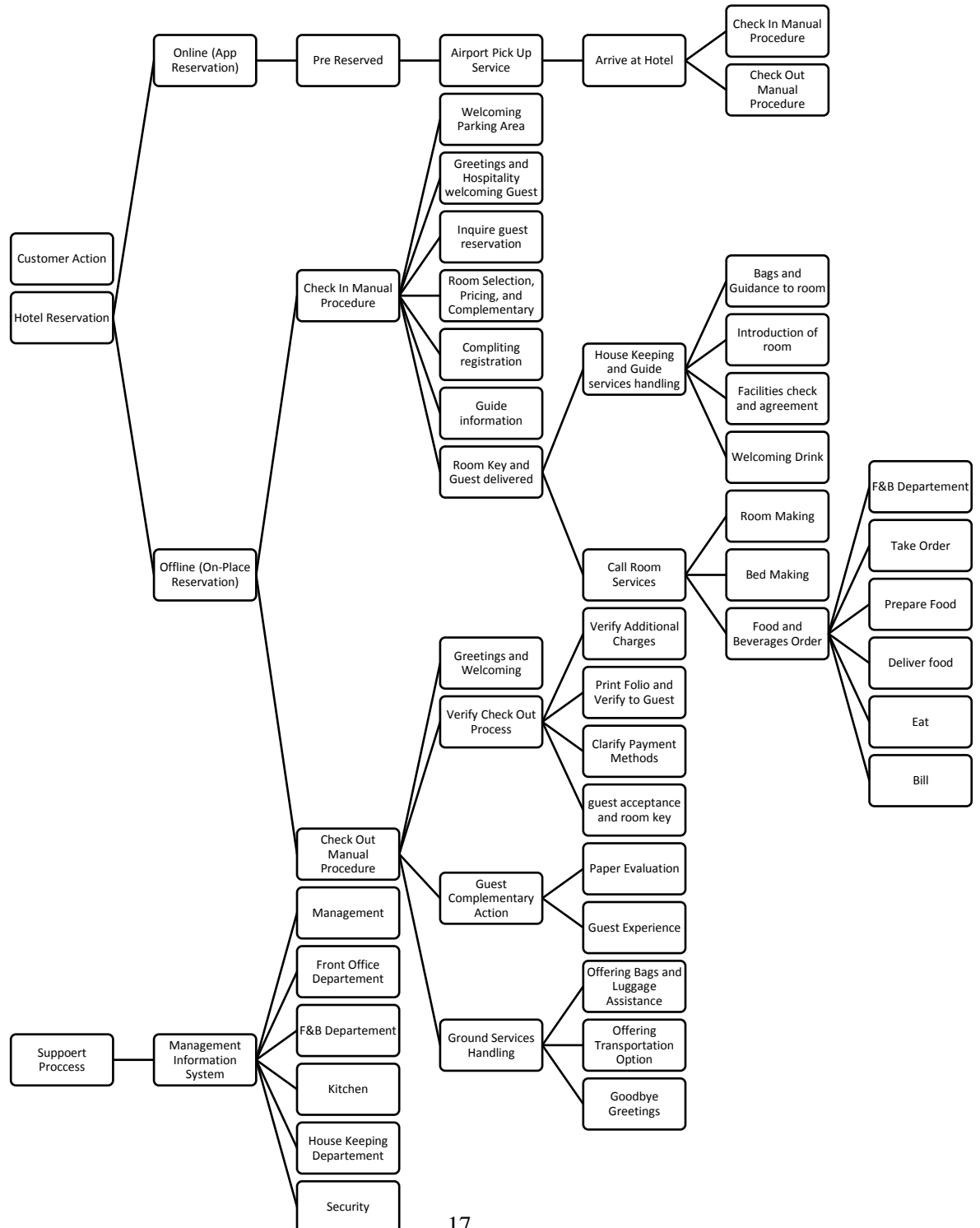


Figure 6

**Growth/Expansion Strategy Setting
Mapping Chart of PT. Saraswati Griya Lestari, Tbk.**

