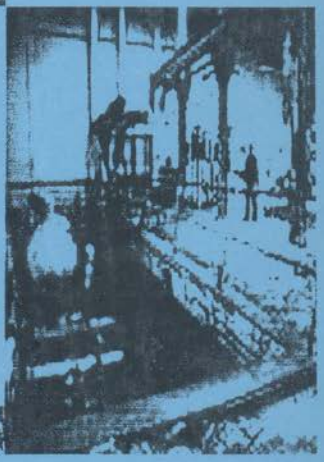
International Seminar on Industrial Engineering and Management (ISIEM) 2007

Hotel Menara Peninsula
Jakarta, August 29-30 2007



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Foreword

The first International Seminar on Industrial Engineering and Management (ISIEM) 2007 took place on August 29th– 30th at Menara Peninsula Hotel, Jakarta. The conference was jointly hosted through the collaboration between Industrial Engineering Department Trisakti University, Gunadarma University and Indonusa Esa Unggul University.

This proceedings collects papers covering a wide range of activities and provides an overview of critical research issues reflecting on past achievements and future challenges in the field of industrial engineering. The topics presented have been divided into the following categories: operations research, quality engineering and management, decision support systems and artificial intelligent, production systems, industrial management and ergonomics.

We want to thank all those individuals or groups who submitted papers for review and those whose papers were chosen for presentation at the conference and those who submitted manuscripts to be published in these proceedings. We also want to give a special thanks to the reviewers for their commitment, effort and dedication in undertaking the task of reviewing all of the abstracts that were submitted. Reviewing a large number of submission in a relatively short time frame is always challenging. Without their help and dedication, it would not be possible to produce the proceedings in such a short time frame. We highly appreciate all members of committee director, steering committee and organizing committee for mutual efforts and invaluable contributions for the success of the conference.

It is always a pleasure to host our colleagues from regional industrial engineering community to build networks and links that are essential parts for the development of industrial engineering in the future. In particular, this conference brought together researchers, academicians, practitioners and industries in the field of industrial engineering through presentation, discussion and dissemination of the research results, new acquired knowledge and technology to foster further cooperation and exchange of ideas to narrow the gap between their theoretical design and practical deployment.

Rina Fitriana, ST. MT.
Conference Chairwoman

LIST OF CONTENT

PRODUCTION SYSTEM

PRODUCTION SYSTEM

ERGONOMICS

INDUSTRIAL MANAGEMENT

INDUSTRIAL MANAGEMENT

DECISION SUPORT SYSTEM AND ARTIFICIAL INTELLIGENCE

QUALITY ENGINEERING & MANAGEMENT

QUALITY ENGINEERING & MANAGEMENT

PLANNING AN ALTERNATIVE STRATEGY USING QSPM (Case study Le Aries, Garden Hotel & Café Bandung)

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ABSTRACT

In order to increase its occupation rate, Le Aries hotel as one of the hotel in Bandung which offers a garden view in each of its room, needs to develop a good marketing strategy plan. The purpose of this research is to identify the internal and external conditions of Le Aries hotel and plan an alternative strategy from existing strategy. Data are gathered and the alternative strategy planning is conducted in three stages. The first stage is using IFE and EFE matrix. The second stage is using SPACE matrix and the last stage is using Quantitative Strategic Planning Matrix (QSPM) to formulate an alternative strategy. The result shows that Le Aries hotel is strong in its internal conditions, the matching profile is "competitive" and the alternative strategy planned is "product development" strategy.
Keywords: Marketing strategy planning, hotel

INTRODUCTION

Hotel industry as one of tourism business in Indonesia has a strategic function in Indonesian economie. Therefore developing strategy in hotel businesses can be a challenge for hotels in Indonesia to increase their occupation rate.

The purpose of this research is to identify the internal and external conditions of Le Aries hotel and plan an alternative strategy from existing strategy. Data are gathered and the alternative strategy planning is developed through three stages. The first stage is using IFE and EFE matrix. The second stage is using SPACE matrix and the last stage is using Quantitative Strategic Planning Matrix (QSPM).

THEORITICAL BACKGROUND

Service Marketing Mix

Marketing Mix is a set of controllable variables which a company puts together to satisfy its target group or blends to get the response it wants in targets. Marketing mix for services are:

1. Product
2. Price
3. Place
4. Promotion
5. People
6. Physical Evidence
7. Process

b. Strategy Formulation

Formulation strategy uses three stages decision making which can be seen at figure 1.

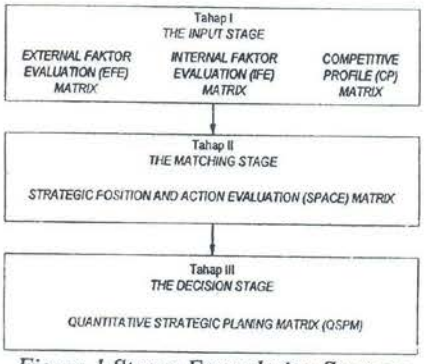

Figure 1 Stages Formulation Strategy

c. Sampling Technique

There are two Sampling Techniques; they are probability sampling and non probability sampling. The sample is expected to be able to represent the population.

RESEARCH METHOD

The gathering data methods are using questionnaire and discussion, which can be grouped into four parts.

Part I is using questionnaire to measure the customer perception and satisfaction from each of the company's performance from the 7Ps model. The outputs of this part of the questionnaire are strong and weakness points of Le Aries Hotel. These outputs become input to IFE matrix. The respondents for the questionnaire are 100.

Part II is discussion for developing EFE Matrix. The data is gathered through discussion with experts using Delphi Method. The respondents (for weight) are two managers from Le Aries Hotel and one tourism expert. The respondent (for rating) is the hotel operation manager. Both the weight and rate data are the external environment. The output from this data is the EFE matrix.

Part III is discussion for developing CPM (Competitive Profile Matrix). The data gathered through discussion with experts which are analyzed by using Delphi Method. The respondents (for weight) are three hotel and tourism experts. The respondent (for rating) are five people (they are one of the Le Aries Hotel customer, Le Aries Hotel Manager, other hotel manager, and a tourism expert). The data are processed to calculate relative weighted and rated ratio Le Aries Hotel against its competitor.

Part IV is discussion for developing SPACE matrix. The data gathered through discussion with experts which then is analyzed using Delphi Method. The respondents are five Le Aries Hotel employees. The data is then developed to get the condition mapping of Le Aries Hotel.

Part V is using QSPM (Quantitative Strategic Planning Matrix). The input data are the result from IFE Matrix, EFE Matrix, and SPACE matrix. The respondent is management Le Aries Hotel. The output data is Total Attractiveness Score.

RESULT AND DISCUSSION

Internal Environtment Factor

The result from questionnaire part one are company's strengths and weaknesses which are combined in IFE matrix.

The internal factors (IFE Matrix):

Strengths

Data gathered from the questionnaire part one are sorted which ones are important and satisfying from the respondents' point of view. The strengths of Le Aries Hotel are as follow:

1. Room comfortness.
2. Affordable room rates.
3. Front office officers politeness
4. Dexterity and knack of house keeping room service
5. Exterior hotel physical appearance (hotel building)
6. Front office officers physical appearance and neatness.
7. Secured room hotel
8. Parking lot safety.
9. Friendlines and politeness of room service
10. Cleannes of hotel room
11. Hotel safety
12. The suitable price for hotel room.
13. Cleannes of hotel and all facility
14. Food/beverages hygiene

Weakness

Data gathered from the questionnaire part one are sorted which ones are important and satisfying from the respondents' point of view. The weakness of Le Aries Hotel are as follow:

1. Hotel Decoration/interior
2. Food and beverages Taste
3. Advertiser or Flyer
4. Hotel Room facilities
5. Variety of food and beverages
6. Price discounts
7. Waiting time for order
8. Parking Lot Condition

External Environment Factor

The Output from discussion (part two) are Le Aries Hotel's Opportunities and Threats which formed into an EFE Matriks (External Factor Evaluation Matrix) .

Opportunities

Opportunities for Le Aries Hotel are as follow :

1. Positif Economic Growth in tourism
2. Public Buying Power
3. Public Life Syle
4. Increasing of colaborating inter-city market.
5. Bargainning Power of suplier

Threats

Threats for Le Aries Hotel are as follow :

1. There are a lot of competitor
2. The threats from new entrants
3. The threats of subtitute product
4. Safety Condition Of Country
5. Bargainning power of buyer

CPM, Space Matrix and QSPM

The Output from discussion (part three) is a Competitive Profile Matrix (CPM). From CPM we know that the primary competitor is Topas Galeria Hotel. The Output from discussion (part four) is a SPACE matrix which is shown in figure 2.

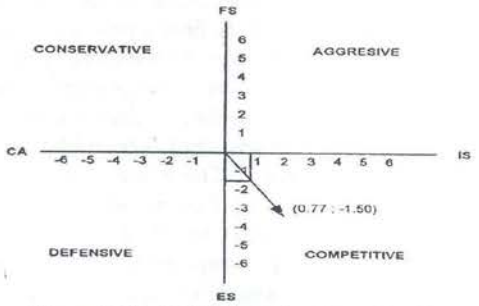

Figure 2 SPACE Matrix Le Aries Hotel

From result of data calculation known that strategy which can be used is competitive strategy. That means that company has fair competition in the non stable industry. From this point of view there are four alternatives strategies. The alternative strategies are market penetration, market development, product development, and joint venture strategy.

Quantitative Strategic Planning Matrix shows that the biggest total attractiveness score is for Product Development Strategy.

CONCLUSION

1. Alternative strategies which resulted from SPACE matrix are *market penetration, market development, product development, and joint venture.*
2. By using Quantitative Strategic Planning Matrix (QSPM), the best strategy is product development.

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