

STRATEGIC MANAGEMENT FOR BUSINESS GROWTH AND SUSTAINABILITY: A CASE STUDY OF VILLA TIRTARUM

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Abstract

This study explores strategic management practices to support business growth and sustainability in the context of Villa Tirtarum, a hospitality business located in Canggu, Bali. As competition intensifies in Bali's villa accommodation sector, Villa Tirtarum must continuously adapt its strategy to maintain relevance and profitability. This research applies a qualitative case study approach to evaluate the internal and external environment of the villa, aiming to identify effective strategies for sustainable business development. The analysis uses key strategic tools, including the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, supported by frameworks such as VRIO, PESTEL, and Porter's Five Forces. Data were collected through observation and unstructured interviews with nine key informants representing management, customers, competitors, experts, and local stakeholders. Based on the SWOT matrix, strategic alternatives were developed and further evaluated using the Quantitative Strategic Planning Matrix (QSPM) to determine the most appropriate strategy. The study concludes with strategic recommendations designed to enhance Villa Tirtarum's competitive positioning and long-term sustainability in Bali's dynamic hospitality market.

Keyword - Strategic management, Business sustainability, Hospitality industry, VRIO framework, QSPM matrix

I. INTRODUCTION

Bali, known for its stunning landscapes and vibrant culture, has long been a magnet for international tourists, contributing significantly to both local and national economies. Among the island's most popular attractions is its thriving hospitality sector, where vacation villas play a key role in meeting diverse traveler needs. However, with competition intensifying in areas like Canggu, Villa Tirtarum, a long-established property operating since 2012, faces the challenge of maintaining relevance and profitability in an ever-changing market.

In recent years, Bali has witnessed a surge in tourism. Data from the Indonesian Central Statistics Agency (BPS, 2024) shows that in April 2024, the number of tourist visits increased by 23.23%, reaching a total of 4,098,714 arrivals. Air transport remains the dominant entry point, with Ngurah Rai Airport seeing the highest influx. However, this growth isn't without its challenges. Key tourist areas like Seminyak, Kuta, and Canggu have seen a rapid rise in villa constructions, which has resulted in a more competitive landscape. While the tourism boom post-pandemic has been a positive sign, it has also led to an influx of new players vying for attention in an already saturated market. This is where strategic management becomes crucial.

Villa Tirtarum has proven resilient, showing consistent growth in income from 450 million IDR in 2022 to 630 million IDR in 2024 (Villa Tirtarum, 2025). Despite this, the villa has noticed a slight slowdown in growth, with a smaller increase of 8.62% from 2023 to 2024, suggesting that the market may be approaching saturation. This signals the need for a deeper look into both internal and external factors that could influence its future performance.

The broader tourism landscape in Bali, as shown by figures from Badan Pusat Statistik (BPS, 2024), highlights the continued influx of international tourists, with Australian visitors making up a significant portion. The Room Occupancy Rate (ROR) in Bali's star hotels has steadily risen, indicating that demand for accommodation remains high. However, the rapid development of inns, particularly in North Kuta and Canggu, has sparked concerns about overtourism. The uncontrolled growth of these accommodations, especially in residential zones, has strained

infrastructure and led to congestion, a challenge that the tourism sector must address if it hopes to maintain long-term sustainability.

Villa Tirtarum's position in this competitive environment demands a strategic assessment that balances growth with sustainability. Using strategic tools such as PESTEL, Porter's Five Forces, and the VRIO framework, this study will evaluate the villa's internal and external environment, aiming to pinpoint strategic responses that will help it not only stay competitive but also thrive in Bali's evolving tourism market (Nurbaiti et al., 2024) Through a SWOT analysis and the Quantitative Strategic Planning Matrix (QSPM), actionable strategies will be identified, ensuring that Villa Tirtarum remains a sustainable and successful player in Bali's dynamic hospitality sector (Rachmaan & Tricahyono, 2025; Budiman et al., (2024).

II. LITERATURE REVIEW

Strategic Management

Strategy, as defined by Henry (2021), is the process of making intentional decisions to gain a sustainable competitive advantage by outperforming competitors in meeting customer needs. It involves goal-oriented decision-making, emphasizing long-term success through delivering more value than competitors. Strategic management, according to David et al. (2023), is the process of formulating, implementing, and evaluating cross-functional decisions across various organizational areas—such as management, marketing, and operations—to achieve objectives. It enables organizations to align their resources and capabilities with environmental demands to secure a competitive edge, with the overall goal of analyzing the organization's situation to set and accomplish its objectives (Henry, 2021).

Competitive Advantage

Strategic management aims to achieve competitive advantage by leveraging unique strengths or resources that rivals lack (David et al., 2023). For example, Apple's asset-light model offers efficiency over competitors like Sony. Sustained success comes from implementing hard-to-replicate strategies that ensure superior performance (Frank T & Rothaermel, 2019).

Generic Business Strategies

There are two core generic strategies for achieving competitive advantage: differentiation and cost leadership, applicable across all industries and sectors (Frank T & Rothaermel, 2019). Porter expands this into five types: cost leadership (Type 1: lowest price, Type 2: best value), broad differentiation (Type 3), and focus strategies (Type 4: low-cost niche, Type 5: focused differentiation) targeting specific market segments (David et al., 2023).

Cost Leadership Strategies

Differentiation aims to offer unique products or services to price-insensitive consumers (David et al., 2023). It creates higher customer value through distinct features, enabling firms to charge premium prices while maintaining comparable costs (Frank & Rothaermel, 2019).

Focus Strategy

A focus strategy targets niche markets with tailored offerings. Type 4 offers low-cost options, while Type 5 (focused differentiation) provides higher-value products at premium prices.

Strategic Process

The strategic management process involves three stages: formulation, implementation, and evaluation. Formulation includes defining vision and mission, analyzing external (opportunities and threats) and internal (strengths and weaknesses) environments, setting long-term goals, and selecting strategies (David et al., 2023). Strategic management requires analyzing the organizational situation to generate and choose among multiple strategies, aiming for competitive advantage (Henry, 2021).

Internal Factor Evaluation (IFE)

The Internal Factor Evaluation (IFE) Matrix summarizes key strengths and weaknesses across a firm's functional areas, aiding in strategy formulation and identifying internal relationships (David et al., 2023).

External Factor Evaluation (EFE)

The External Factor Evaluation (EFE) Matrix helps assess key external factors—such as economic, political, and competitive conditions—with scores ranging from 1.0 to 4.0. A score of 4.0 reflects an excellent strategic response to industry opportunities and threats (David et al., 2023).

SWOT Matrix

The SWOT Matrix helps align a firm’s internal strengths and weaknesses with external opportunities and threats to generate four strategy types: SO, WO, ST, and WT (David et al., 2023). It provides a structured approach to strategy development by linking internal capabilities with external conditions. Internally, SWOT draws on the VRIO framework to assess resources, while externally, it uses tools like PESTEL and Porter’s Five Forces to identify market opportunities and threats (Frank T & Rothaermel, 2019).

QSPM Matrix

The Quantitative Strategic Planning Matrix (QSPM) in Stage 3 of strategy formulation objectively identifies the best strategic alternatives using inputs from Stage 1 (IFE and EFE Matrices) and results from Stage 2 (David et al., 2023).

III. RESEARCH METHODOLOGY

This study uses a qualitative case study approach to analyze Villa Tirtarum’s strategic management practices. Data were collected through direct observation and unstructured interviews with nine key informants, including management, customers, competitors, experts, and local stakeholders. To assess the internal and external environment, the study employs strategic tools such as the IFE and EFE matrices, VRIO framework, PESTEL analysis, and Porter’s Five Forces. Insights from these analyses are synthesized using a SWOT matrix to identify strategic alternatives, which are then evaluated and prioritized using the Quantitative Strategic Planning Matrix (QSPM) to determine the most suitable strategies for sustainable growth and competitiveness.

IV. RESULT AND DISCUSSION

4.1 Interviewee Characteristic

This study used a qualitative approach with primary data collected through interviews, questionnaires, and participant observations. Informants were selected based on their knowledge of Villa Tirtarum’s operations. Data on internal and external factors were gathered, followed by SWOT identification based on insights from interviews and observations conducted via online platforms (David et al., 2023).

Table 4.1 Interviewee Characteristics of Villa Tirtarum

Informant	Name	Position	Interview Duration
I1	V. Susi Cahyawati	Owner	70.44
I2	Ade	Supervisor	26.00
I3	Intan Anggreni	Marketing Agent	23.00
I4	Gede Dodi Permana	Competitor	18.00
I5	Paul James	Customer	15.00
I6	Heni Lockett	Customer	19.00
I7		Competitor	20.00
I8	Risris Rismayani	Expert	80.45
I9	Satrya Pradiksa	Indigenous people	23.00
I10	Mr.A	Manager	26.00

Source: Author Data Processing (2025)

4.2 Research Result

Company Vision

The vision of Villa Tirtarum is " To create a distinctive sanctuary in Canggu where domestic and international travelers experience authentic Balinese hospitality, setting the benchmark for villa excellence and cultural immersion."

Company Mission

Based on the interview results it is concluded that Villa Tirtarum is committed to providing exceptional hospitality experiences for both domestic and international customers by offering high-quality villa accommodations and personalized services that emphasize comfort, privacy, and local charm.

Conclusion Analysis of Internal Environment

Based on the interviews conducted with the respondents and the analysis carried out, it can be concluded that the strengths and weaknesses of villa tirtarum are as presented in the following Table

Table 4.2 Strength and Weakness

Strength	Weakness
Strategic location near the beach	Revenue drops during low season (~60% occupancy)
High occupancy during peak season (80–90%)	Traditional design less aligned with current minimalist trends
Financial prudence with emergency funds	Limited digital integration and online system tools
Loyal and motivated staff with low turnover	Informal strategic planning and over-reliance on owner's decision-making
Clear organizational structure and SOPs	Understaffed during Peak season
Positive guest reviews and service consistency	Dependence on external marketing agent for visibility and bookings

Source: Author Data Processing (2025)

VRIO Framework

The VRIO framework table analysis in Table 4.3 shows that Villa Tirtarum’s core advantages lie in its location, human resources, and cultural authenticity, while gaps in innovation and digital operations present opportunities for strategic improvement.

Table 4.3 VRIO Framework

Resource/Capability	Valuable	Rare	Inimitable	Organized	Competitive Implication
Strategic beachfront location	✓	✓	✓	✓	Sustained Competitive Advantage
Loyal and motivated staff	✓	✓	✓	✓	Sustained Competitive Advantage
Outdated Design	✗	✓	✗	✓	Temporary Competitive Advantage
Financial prudence	✓	✗	✗	✓	Competitive Parity
Personalized, owner-driven decision making	✓	✗	✓	✗	Temporary Advantage / Potential Risk
Digital marketing presence	✓	✗	✓	✗	Competitive Parity

Source: Author Data Processing (2025)

IFE Matrix

Based on the IFE Matrix, the total weight is correctly calculated at 1.00, confirming the matrix’s validity. This means all internal factors, both strengths and weaknesses have been fairly assessed relative to their importance.

Table 4.4 IFE Matrix

Key Internal Factors	Weight	Rating	Weighted Score
Strengths			
Strategic location near the beach	0,131868132	4	0,527472527
High occupancy during peak season (80–90%)	0,120879121	3,666666667	0,443223443
Financial prudence with emergency funds	0,120879121	3,666666667	0,443223443
Loyal and motivated staff with low turnover	0,10989011	3,333333333	0,366300366
Clear organizational structure and SOP	0,098901099	3	0,296703297
Positive guest reviews and service consistency	0,098901099	3	0,296703297
Subtotal Strengths	0,681318681		2,373626374
Weakness			
Revenue drops during low season (~60% occupancy)	0,065934066	2	0,131868132
Traditional design less aligned with current minimalist trends	0,054945055	1,666666667	0,091575092
Limited digital integration and online system tools	0,065934066	2	0,131868132
Informal strategic planning and over-reliance on owner's decision-making	0,043956044	1,333333333	0,058608059
Understaffed during Peak season	0,054945055	1,666666667	0,091575092
Dependence on external marketing agent for visibility and bookings	0,032967033	1	0,032967033
Subtotal Weakness		0,318681319	0,538461538
Total IFE	1		2,912087912

Source: Author Data Processing (2025)

PESTEL Analysis

Table 4.5 PESTEL Analysis

Political	Economic
<p>Government Push for Sustainability Regulations Indonesian authorities are increasingly implementing regulations to promote sustainable tourism (e.g., limiting plastic use, conservation levies). These policies can help improve environmental conditions but may require adaptation from businesses.</p>	<p>Increasing Foreign Purchasing Power Wealthier tourists are more willing to spend on experiences, especially villas and personalized services.</p>

<p>Reliance on International Guests and Peak Seasons Tourism strategies are heavily focused on foreign visitors. Political instability or changes in visa policies in source countries could drastically affect arrivals.</p>	<p>Weak Local Customer Purchasing Power The domestic market offers limited opportunity to offset losses during downturns in international arrivals.</p>		
<p>Negative Perceptions Due to Poor Waste Management Tourists increasingly avoid destinations perceived as dirty or environmentally irresponsible.</p>	<p>Weak Local Customer Purchasing Power The domestic market offers limited opportunity to offset losses during downturns in international arrivals.</p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Social</td> <td style="width: 50%; text-align: center;">Technological</td> </tr> </table>		Social	Technological
Social	Technological		
<p>Emerging Interest in Sustainable Travel Eco-conscious travel is becoming mainstream. Businesses that align with these values have a competitive edge.</p>	<p>Big Data and Tech-Enabled Personalization Tourism providers can use data analytics for targeted marketing, dynamic pricing, and enhancing customer experience</p>		
<p>Traffic Congestion and Pollution These deter high-end tourists seeking peace and exclusivity, especially in overdeveloped areas like Canggu.</p>	<p>Infrastructure Gaps Despite technology in service delivery, basic infrastructure like roads, waste systems, and public transport lags behind, undermining digital advancements.</p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Legal</td> </tr> </table>		Legal	
Legal			
<p>Sustainability and Zoning Regulations Legal frameworks around zoning, environmental conservation, and tourism operations are tightening to curb the negative effects of overtourism.</p>			
<p>Foreign Investment and Ownership Laws Legal complexities in property ownership and business operation by foreigners can affect villa development and market participation.</p>			

Source: Author Data Processing (2025)

Porter’s 5 Forces

In the context of rapidly evolving markets, such as the tourism and hospitality sector in Bali, the Five Forces shown in table 4.5 analysis is particularly valuable for identifying where pressures are strongest and how companies can adapt.

Table 4.5 PESTEL Analysis

<p>Threat of New Entrants</p>	<p>With relatively high capital requirements and increasing demand for villas, new entrants particularly foreign investors can enter the market.</p> <p>Poor regulations around land ownership for foreigners and local business licensing can increase competitors.</p>
<p>Bargaining Power of Suppliers</p>	<p>Increased reliance on booking platforms (e.g., Airbnb, Agoda) and personalization tech vendors increases dependency on a few digital intermediaries.</p> <p>Limited prime land in tourist hotspots in Canggu, increases bargaining power of landowner</p>

Bargaining Power of Buyers	<p>Tourists demand unique, sustainable, and personalized experiences providers must constantly innovate to stay competitive.</p> <p>Poor infrastructure or waste management can quickly drive potential visitors to alternate destinations.</p> <p>Tourists can easily compare villas online based on price, amenities, and reviews, increasing their bargaining power.</p>
Threat of Substitutes	<p>Hotels, hostels, boutique resorts, and Airbnb-style apartments are direct substitutes, especially those offering experiences and services.</p> <p>Competing destinations in Southeast Asia can attract the same demographic, especially if Bali's infrastructure and environment continue to deteriorate.</p>
Industry Rivalry	<p>Especially in Canggu villa density is extremely high, driving down prices and increasing competition</p> <p>Heavy reliance on peak seasons and international arrivals leads to intense price wars and discounting during low seasons.</p> <p>To remain competitive, villas must differentiate through architecture, service quality, sustainability practices, and digital engagement.</p>

Source: Author Data Processing (2025)

Conclusion Analysis of the External Environment Analysis

Villa Tirtarum is well-positioned to capitalize on several external opportunities, particularly the ongoing shift in tourist preference toward private, personalized villa experiences, which aligns perfectly with its business model.

Table 4.6 Opportunity and Threats

Opportunity	Threats
Shift in Tourist Preference Toward Villas	Poor Infrastructure and Traffic Congestion makes Customer loose interest visit bali
Strong International Market Growth	Negative Perceptions Due to Poor Waste Management
increasing foreign purchasing power.	Overtourism and Environmental Degradation
Big Data and Tech-Enabled Personalization	Budget efficiency
Emerging Interest in Sustainable Travel	High Market Saturation in Canggu
Government Push for Sustainability Regulations	Reliance on International Guests and Peak Seasons
Young and Experience-Seeking Demographic Growth	Weak Local Customer Purchasing Power

Source: Author Data Processing (2025)

External Factor Evaluation Matrix

A total EFE (External Factor Evaluation) score of 2.68 indicates that the company is performing slightly above average in responding to external opportunities and threats in its environment.

Table 4.7 EFE Matrix

Key External Factors	Weight	Rating	Weighted score
Opportunities			
Shift in Tourist Preference Toward Villas	0,112149533	4	0,448598131
Strong International Market Growth	0,112149533	4	0,448598131
increasing foreign purchasing power.	0,102803738	3,666666667	0,37694704
Big Data and Tech-Enabled Personalization	0,093457944	3,333333333	0,31152648
Emerging Interest in Sustainable Travel	0,093457944	3,333333333	0,31152648
Government Push for Sustainability Regulations	0,102803738	3,666666667	0,37694704
Young and Experience-Seeking Demographic Growth	0,102803738	3,666666667	0,37694704
Subtotal Opportunities	0,719626168		2,274143
Threats			
Poor Infrastructure and Traffic Congestion makes Customer loose interest visit Bali	0,028037383	1	0,028037383
Negative Perceptions Due to Poor Waste Management	0,056074766	2	0,112149533
Overtourism and Environmental Degradation	0,028037383	1	0,028037383
Budget efficiency	0,056074766	2	0,112149533
High Market Saturation in Canggu	0,037383178	1,333333333	0,049844237
Reliance on International Guests and Peak Seasons	0,046728972	1,666666667	0,07788162
Weak Local Customer Purchasing Power	0,028037383	1	0,028037383
Subtotal Threats		0,280373832	0,408099688
		1	2,682242991

Source: Author Data Processing (2025)

Matching Stage

After analysing the IFE and EFE Matrix at the input stage, the next step is the Matching Stage in the formulation of alternative strategies.

SWOT Matrix

By grouping related strategic initiatives into broader strategic themes presented in table 4.8, Villa Tirtarum can adopt a more focused and coherent approach to long-term business growth and sustainability.

Table 4.8 SWOT Matrix

	Strength	Weakness
Organization	<ol style="list-style-type: none"> 1. Strategic location near the beach 2. High peak season 3. Positive guest reviews 4. Loyal, experienced staff 5. Financial prudence 6. Clear SOPs 	<ol style="list-style-type: none"> 1. Low off-season occupancy 2. Limited digital tools 3. Overreliance on owner 4. Outdated villa design 5. Dependence on external marketing 6. Understaffed
Opportunities	SO Strategies	WO Strategies
<ol style="list-style-type: none"> 1. Shift in Tourist Preference Toward Villas due to personalized experience 2. Strong International Market Growth 3. Increasing Foreign Purchasing Power 4. Big Data and Tech-Enabled Personalization 5. Emerging Interest in Sustainable Travel 6. Government Push for Sustainability Regulations 7. Young and Experience-Seeking Demographic Growth 	<ol style="list-style-type: none"> 1. Use strong location and guest reviews to target young, experience-seeking travellers favouring villa stays. (S1, O7). 2. Invest in sustainable upgrades to capture ESG minded guests (S5, O5, O6) 3. Train staff to support personalized service through simple digital tools. (S4,O4) 	<ol style="list-style-type: none"> 1. Promote high guest satisfaction and off-season packages to build resilience during off-seasons (W1, O1). 2. Traditional design are easier to be adapted to ESG concept (W4, O7) 3. Build in-house marketing capabilities to reduce agency dependence (W5 , O2)
Threats	TS Strategies	WT Strategies
<ol style="list-style-type: none"> 1. Poor Infrastructure and Traffic Congestion 2. Negative Perceptions Due to Poor Waste Management. 3. Overtourism and Environmental Degradation 4. Budget Efficiency Measures by Government 5. High Market Saturation in Canggu 6. Reliance on International Guests and Peak Seasons 7. Weak Local Customer Purchasing Power 	<ol style="list-style-type: none"> 1. Use operational consistency and staff reliability to maintain international guest experience (S4, S6, O6) 2. Highlight quality service and location in marketing to stand out in a saturated market (S4, T5) 3. Install a basic on-site waste sorting and composting system (T2, S4) 	<ol style="list-style-type: none"> 1. Train staff in sustainable hospitality practices (W1, T7, T6) 2. Establish strategic planning routines to reduce overreliance on owner and navigate regulatory or environmental uncertainty (W3, T3)

Source: Author Data Processing (2025)

QSPM Matrix

The QSPM analysis as shown in table 4.9 indicates that Strategic Differentiation through Eco-Luxury and Experience-Based Positioning is the more attractive option for Villa Tirtarum, scoring 6.1 compared to 5.8 for the operational capability strategy.

Table 4.9 QSPM Matrix

Streghth	Weight	Strategy 1		Strategy 2	
		AS	TAS	AS	TAS
Strategic location near the beach	0,131868	4	0,527472528	4	0,527472528
High occupancy during peak season (80–90%)	0,120879	3,6	0,435164836	3,3	0,398901099
Financial prudence with emergency funds	0,120879	3	0,362637363	3	0,362637363
Loyal and motivated staff with low turnover	0,10989	3,3	0,362637363	3,6	0,395604396
Clear organizational structure and SOP	0,098901	2	0,197802198	3	0,296703297
Positive guest reviews and service consistency	0,098901	3,6	0,356043956	3,6	0,356043956
Weaknesses					
Revenue drops during low season (~60% occupancy)	0,06593	2	0,131868132	1,3	0,085714286
Traditional design less aligned with current minimalist trends	0,05495	4	0,21978022	1,3	0,071428572
Limited digital integration and online system tools	0,06593	1	0,065934066	4	0,263736264
Informal strategic planning and over-reliance on owner's decision-making	0,04396	2	0,087912088	4	0,175824176
Understaffed during Peak season	0,05495	1,6	0,087912088	4	0,21978022
Dependence on external marketing agent for visibility and bookings	0,03297	1	0,032967033	4	0,131868132
TOTAL	1.00		2,868131871		3,285714289
Opportunity					
Shift in Tourist Preference Toward Villas	0,11215	4	0,448598132	4	0,448598132
Strong International Market Growth	0,11215	3,6	0,403738319	3,6	0,403738319
increasing foreign purchasing power.	0,102804	4	0,411214952	2,6	0,267289719
Big Data and Tech-Enabled Personalization	0,093458	1	0,093457944	4	0,373831776
Emerging Interest in Sustainable Travel	0,093458	4	0,373831776	1	0,093457944
Government Push for Sustainability Regulations	0,102804	4	0,411214952	1	0,102803738
Young and Experience-Seeking Demographic Growth	0,102804	3,3	0,339252335	3	0,308411214
Threats					
Poor Infrastructure and Traffic Congestion makes Customer loose interest visit Bali	0,028037	1,6	0,044859813	1,6	0,044859813
Negative Perceptions Due to Poor Waste Management	0,056075	3,6	0,201869158	1	0,056074766
Overtourism and Environmental Degradation	0,028037	4	0,112149532	1	0,028037383
Budget efficiency	0,056075	1	0,056074766	2,6	0,145794392
High Market Saturation in Canggu	0,037383	3,3	0,123364487	3,3	0,123364487
Reliance on International Guests and Peak Seasons	0,046729	4	0,186915888	2,3	0,107476636
Weak Local Customer Purchasing Power	0,028037	2	0,056074766	2	0,056074766
TOTAL	1.00		3,26261682		2,559813084
TOTAL TAS			6,130748691		5,845527373

Source: Author Data Processing (2025)

V. CONCLUSION AND RECOMMENDATION

Villa Tirtarum operates in a competitive hospitality market that demands strategic agility and differentiation. Using IFE, EFE, SWOT, and QSPM analyses, the study identifies two key strategies. The top strategy, eco-luxury and experience-based positioning (TAS: 6.1), leverages the villa’s beachfront location, guest satisfaction, and rising demand for sustainable travel by integrating ESG elements, minimalist upgrades, and personalized digital experiences. The second strategy, enhancing internal capabilities (TAS: 5.8), focuses on staffing, digital systems, and marketing,

serving as a support mechanism for differentiation. Recommendations include investing in sustainable upgrades, training staff in eco-friendly practices, promoting guest satisfaction with off-season offers, and implementing waste sorting and composting systems.

Kesimpulan berisi ringkasan singkat hasil penelitian dan pembahasan

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