

## STRATEGIC FORMULATION TO INCREASE ROOM OCCUPANCY RATE AT BALI PALMS TABANAN BALI



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### Abstract

This research aims to create a strategic plan for developing the potential occupancy rate at Bali Palms Tabanan Bali. This research was conducted to identify and analyze strengths, weaknesses, opportunities, and threats, as well as to determine the appropriate strategies for developing the occupancy rate potential at Bali Palms. The research was conducted through a survey. The formulation of the strategy is based on three stages: the input stage, the matching stage, and the decision stage. The analytical tools used are as follows: (1) Input stage: using External Factor Evaluation (EFE) Matrix, Internal Factor Evaluation (IFE) Matrix, and Competitive Profile Matrix (CPM); (2) Matching Stage: Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix, SPACE Matrix, BCG Matrix, IE Matrix; and Decision Stage using the Quantitative Strategic Planning Matrix (QSPM). The results of the research indicate that 4 priority strategies can be implemented, namely: Intensifying social media campaigns and collaborating with influencers to increase brand awareness of Bali Palms Tabanan; Conducting foreign language courses for local staff as part of a sustainable training program (CSR); Providing new and unique products that are different from competitors; and Developing a local supplier network to reduce additional costs and empower the local economy.

**Keywords:** Strategy, Occupancy Rate, Input, Matching, Decision

## INTRODUCTION

As a tourist destination, Bali consistently positions the tourism sector as its leading sector. The development of the tourism industry in Bali adopts the concept of “Cultural Tourism,” which implicitly carries the mission of “nurturing and fostering Balinese culture.” Tourism has become one of the industries that has a major impact on Bali’s economic growth. The tourism sector in Bali is highly strategic—not only as a source of foreign exchange for the country and revenue for the region but also as a driver of community economic growth. This sector is considered to have contributed positively to stimulating and driving other economic sectors (Wijana et al., 2022). The diversity of its culture, the hospitality of its people, and Bali’s scenic beauty have attracted an increasing number of visitors. The number of tourists visiting Bali has shown a significant increase from year to year (Devi et al., 2018).

Badung and Bangli Regencies, which recorded very high occupancy rates in 2023, experienced a slight decline. Meanwhile, Jembrana continued to show an increase, although not as high as major areas such as Badung and Denpasar. These changes may be caused by various factors, such as changes in tourism policies, global economic conditions, or rising competition from other tourist destinations.

Overall, there was a significant increase in tourist arrivals between 2021 and 2023, although 2024 saw a slight decline. In 2021, the number of visitors was recorded at 753,239, then rose sharply to 2,125,547 in 2022 (an increase of about 182%). The upward trend continued in 2023, reaching a total of 3,575,874 visitors. However, in 2024, the number of visitors slightly decreased to 3,348,715. Over the four years, total tourist arrivals in Tabanan Regency reached 9,803,375 people.

This recovery success cannot be separated from intensive promotional strategies, supportive government policies, and increasing global awareness of Tabanan’s tourism appeal. The challenge ahead is to maintain and enhance this positive trend. Improvements in infrastructure, broader promotion to international markets, as well as better cleanliness and comfort of destinations, are important steps to ensure the sustainable growth of the tourism sector.

Bali Palms Tabanan differentiates itself with the concept “Disconnect to Reconnect,” which invites guests to detach from digital hustle and reconnect with themselves, nature, and Balinese culture. Located at the foot of Mount Batukaru, this accommodation offers a peaceful atmosphere far from tourist crowds. Surrounded by lush nature, waterfalls, and fresh air, it is an ideal location for retreats. Bali Palms offers a variety of personalized experiences, such as retreats for mental peace, physical health, and spiritual balance. Programs include yoga, meditation, traditional cooking classes, trekking, and other activities that promote guests’ well-being and harmony.

More innovative and targeted marketing strategies are needed to increase brand awareness, attract more tourists, and improve revenue and business sustainability. Another challenge faced is price competition with non-star hotels that offer cheaper rates. Although Bali Palms Tabanan provides higher-quality services, price remains an important consideration for many tourists.

With the increasing number of non-star hotels in Tabanan, Bali Palms must continue to innovate in marketing strategies and product differentiation to remain competitive and maintain its market position. Increasing brand visibility, leveraging digital marketing, and highlighting the unique values they offer are crucial steps in facing this challenge.

The right strategy formulation has been proven to help many companies and tourist attractions maximize their value. For instance, research by Indrianto (2021) identified four strategies that could be applied by The Lost World Castle: improving infrastructure, creating tour packages, promoting through social media, and improving employee SOPs. A study by Wahyudi and Rachmawati (2020) also found that companies adopting effective sustainability strategies can enhance environmental and social performance, which in turn improves corporate image and market competitiveness. This research shows that strategies focusing on sustainability not only provide long-term benefits but also attract the attention of investors and customers who are increasingly concerned with environmental issues challenges that Bali itself is now facing, given the rapid growth of tourism facilities and infrastructure concentrated only in certain areas

## **LITERATURE REVIEW**

### **Grand Theory: Contingency Planning**

Contingency planning theory is a management approach that emphasizes the importance of preparedness and flexibility in dealing with uncertainties or emergency situations that may occur in the future. Peter Drucker (2019) stressed that organizations must be ready to face unexpected changes and have flexible plans that allow for rapid strategic adjustments to maintain business continuity.

### **Theory of Sustainable Competitive Advantage**

Hoffman (2000) stated that the effort to formulate the concept of sustainable competitive advantage (SCA) was pioneered by Alderson, who emphasized the importance of organizations finding various ways to differentiate themselves from competitors. Innovation must be continuously pursued so that organizations can realize unique characteristics in the eyes of their customers in order to survive, as stated by Hall (1980) and Henderson (1983).

### **Strategic Management**

According to David et al. (2002/2023:5), strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. Strategic management focuses on integrating management, marketing, finance, production, research and development, and computer information systems to achieve organizational success

## **RESEARCH METHOD**

This research is designed to identify and analyze the strengths, weaknesses, opportunities, and threats (SWOT), as well as to formulate appropriate strategies for developing the tourism potential of Bali Palms Tabanan. The study will be conducted using a survey method. Survey research is conducted to obtain factual information about phenomena and issues that arise (Umar, 2020).

The object of this study is Bali Palms Tabanan, with research starting in April 2024. The study will take place at Bali Palms Tabanan, Banjar Dinas Laleng, Pupuan Sawah Village, Selemadeg District, Tabanan Regency, Bali. The location was chosen based on the relevance of Bali Palms Tabanan as a newly established retreat-based accommodation in the area and the need to increase room occupancy through effective marketing strategies.

According to Sugiyono (2018), a population is a generalization area consisting of objects/subjects with specific qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study consists of the top management of Bali Palms Tabanan, including the Owner of Bali Palms, Resort Manager, Operational Manager, Maintenance Manager, Housekeeping Manager, Marketing and Social Media Department, and Restaurant Department.

According to Sugiyono (2018), a sample is a subset of the population that has the same characteristics. In this study, the sample is taken from the top management of Bali Palms Tabanan. The sampling method used is a census, in which all members of the population are included as the sample. Etikan, Musa, and Alkassim (2016) define a census as a sampling technique in which all members of the population are considered as the sample because the population is relatively small and easily accessible.

This study selected respondents from the top management of Bali Palms Tabanan because they have relevant and in-depth information about the operations and marketing strategies of Bali Palms Tabanan. The respondents in this study are the owner of Bali Palms, resort manager, operational manager, head chef, maintenance manager, social media administrator, housekeeping manager, and marketing & public relations manager.

**RESULTS AND DISCUSSION**

**Matrix Analysis: Input Stage**

**Internal Factor Evaluation (IFE) Matrix Analysis**

According to David (2016), the IFE Matrix shows the strengths and weaknesses of organizational management, marketing, finance and accounting, production and operations, research and development, as well as management information systems. The following is the Internal Factor Evaluation (IFE) matrix analysis table of Bali Palms Tabanan:

**Table 1.**

**Internal Factor Evaluation (IFE) Analysis of Bali Palms Tabanan**

No	Key Internal Factors	Weight	Rating	Weighted Score
<b>Strengths</b>				
1	Various accommodation packages	0.10	4	0.40
2	Unique building design	0.07	3	0.21
3	Complete room facilities	0.10	3	0.30
4	Quiet location	0.07	3	0.21
5	Standardized service	0.10	4	0.40
6	Many natural tourist attractions (mountains, waterfalls, plantations)	0.07	2	0.14
7	Price matches the quality received	0.10	3	0.30
<b>Weaknesses</b>				
1	Promotion is still not optimal	0.10	2	0.20
2	Location far from tourist center/city	0.07	3	0.21
3	Infrastructure still lacking from the government	0.10	3	0.30
4	Limited knowledge about surrounding area	0.07	2	0.14
5	Supplier charges additional fees	0.05	2	0.10

<b>TOTAL</b>	<b>1.00</b>	<b>2.91</b>
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Source: Processed Primary Data, 2024

Notes:

Weighting Measure	Strength Rating Size	Weakness Rating Size
1 = Slightly important	1 = Slightly strong	1 = Slightly weak
2 = Somewhat important	2 = Somewhat strong	2 = Somewhat weak
3 = Important	3 = Strong	3 = Weak
4 = Very important	4 = Very Strong	4 = Very weak

From the IFE Matrix table above, it can be seen that the total weighted score of Bali Palms Tabanan is 2.91. This figure is above the average (2.50), indicating that Bali Palms Tabanan has a strong internal position.

**External Factor Evaluation (EFE) Matrix Analysis**

The EFE Matrix enables strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive information. The following is the External Factor Evaluation (EFE) matrix analysis table of Bali Palms Tabanan:

**Table 2.**  
**External Factor Evaluation (EFE) Analysis of Bali Palms Tabanan**

No	Key External Factors	Weight	Rating	Weighted Score
<b>Opportunities</b>				
1	The natural beauty that becomes a selling point	0.12	4	0.48
2	Availability of new lodging options that support nearby tourist villages	0.10	3	0.30
3	Yoga, meditation, and healing culture is highly in demand	0.12	3	0.36
4	Employment opportunities for local residents	0.10	3	0.30
5	Few competitors of the same type	0.08	2	0.16
<b>Threats</b>				
1	Lack of awareness among locals regarding luxury accommodations	0.10	3	0.30
2	Future development may not align with the surrounding natural environment	0.07	3	0.21
3	Higher costs for unforeseen events (construction, suppliers, services, food stocks)	0.09	2	0.18
4	Lack of a local workforce skilled in the hotel sector	0.10	2	0.20
5	Limited foreign language proficiency as a communication medium	0.12	4	0.48
<b>TOTAL</b>			<b>1.00</b>	

Source: Processed Primary Data, 2024

Notes:

Weighting Measure	Opportunities Rating Size	Threats Rating Size
1 = Slightly important	1 = Slightly opportunistic	1 = Slightly threatening
2 = Somewhat important	2 = Somewhat opportunistic	2 = Somewhat threatening
3 = Important	3 = Opportunistic	3 = threatening
4 = Very important	4 = Very Opportunistic	4 = Very threatening

From the EFE Matrix table above, it can be seen that the total weighted score of Bali Palms Tabanan is 2.97. This figure is above the average (2.5), indicating that Bali Palms Tabanan is quite good at responding to various opportunities and overcoming various threats faced by the company. However, improvements are still needed to enhance the competitive advantage of Bali Palms Tabanan.

**Competitive Profile Matrix (CPM) Analysis**

The CPM analysis helps identify the main competitors as well as the strengths and weaknesses of Bali Palms Tabanan’s competitors in relation to Bali Palms Tabanan’s strategic position. The results of competitor grouping and identification of strengths and weaknesses are compiled into a list, which is then weighted and ranked. Weighting is based on the level of importance of each factor (Fred R. David, 2015). The following is the Competitive Profile Matrix (CPM) analysis table of Bali Palms Tabanan:

**Table 3.**  
**Competitive Profile Matrix (CPM) Analysis of Bali Palms Tabanan**

No	Success Factors	Bobot	Bali Palms Tabanan		Sesandan Garden		Sarinbuana Eco Lodge	
			Rating	Score	Rating	Score	Rating	Score
1	Advertising and promotion	0.10	3	0.30	2	0.20	4	0.40
2	Service quality	0.13	3	0.39	2	0.26	4	0.52
3	Competitive pricing	0.14	3	0.42	3	0.42	3	0.42
4	Financial position	0.13	3	0.39	3	0.39	3	0.39
5	Customer loyalty	0.15	3	0.45	3	0.45	3	0.45
6	Market share	0.09	4	0.36	3	0.27	4	0.36
7	Services offered	0.16	4	0.64	3	0.48	4	0.64
8	Retreat location	0.10	4	0.40	4	0.40	4	0.40
<b>Total</b>		<b>1</b>		<b>3.35</b>		<b>2.87</b>		<b>3.58</b>

Source: Processed Primary Data, 2024

Based on the table above, it can be seen that the total CPM score for Bali Palms Tabanan is 3.35, for Sesandan Garden is 2.87, and for Sarinbuana Eco Lodge is 3.58. This indicates that Bali Palms Tabanan still needs to continuously improve its internal and external factors in order to compete with similar competitors.

**Matrix Analysis: Matching Stage**

The matching stage is compiled based on information gathered in the input stage by using the SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and Grand Strategy Matrix.

**Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis**

The SWOT matrix combines strengths, weaknesses, opportunities, and threats derived from the IFE and EFE Matrices to obtain alternative strategies that can be applied to Bali Palms Tabanan. The following is the result of the SWOT analysis, which generates various new strategies:

**Table 4.**  
**SWOT Analysis of Bali Palms Tabanan**

		Strengths (S)		Weakness (W)	
Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix		1	Accommodation packages vary	1	Promotion is still lacking
		2	Unique building design	2	Location far from city center
		3	Complete room facilities	3	Infrastructure is still lacking
		4	Quiet location	4	Not much knowledge about the surrounding area
		5	Standardized service		
		6	There are many natural attractions	5	Suppliers apply for additional costs
		7	Have a Price that is Worth it		
Opportunities (O)		SO – Strategies		WO – Strategies	
1	Having natural beauty that creates selling value	1	(1,1) Create accommodation packages that integrate specific activities such as women's retreats, silent retreats, and nature retreats, such as yoga at a waterfall or farming with local residents.	1	(1,1) Promote social media campaigns and collaborate with influencers to increase brand awareness of Bali Palms Tabanan
2	New accommodation options that support the surrounding tourist villages	2	(3,2) Providing various types of accommodation and social activities that support the tourism village program in the surrounding area.	2	(2,2) Provides shuttle transportation services from and to the city center or airport.
3	The culture of yoga, meditation and healing is very popular	3	(5.5) Utilize standardized services to attract tourists with consistent and quality accommodation experiences.	3	(3.4) Collaborate with local government and investors to improve surrounding infrastructure
4	Employment opportunities for local residents	4	(1.4) Develop packages that involve local activities, such as traditional food cooking courses and workshops.	4	(5.4) Develop a local supplier network to reduce additional costs and empower the local economy.
5	There are still not many similar competitors	5	(7.3) Develop a promotional strategy that emphasizes tranquility and unique spiritual experiences.		
Threats (T)		ST – Strategies		WT – Strategies	

1	There is no awareness among the local community about luxury accommodation.	1	(5.1) Conduct local education and promotion programs to increase local community awareness of the standards and benefits of luxury accommodation.	1	(2.2) Develop eco-friendly concepts that highlight the uniqueness of the location and integrate sustainable practices.
2	Future development may not be compatible with the surrounding natural environment.	2	(4.2) Develop sustainable and environmentally friendly development plans	2	(5.3) Diversify supplier sources to reduce dependence on one or several specific suppliers and obtain more competitive prices.
3	Financing for unforeseen events is more expensive (construction, suppliers, service, food stocks)	3	(3.4) Provide training facilities within the hotel to train local residents on how to maintain and manage complete hotel facilities.	3	
4	Lack of local residents capable of working in hotels				(1.5) Train staff in foreign language skills and increase promotions targeted at international travelers through social media and global travel platforms.
5	Lack of knowledge of foreign languages as a medium of communication	4	(5.5) Conducting foreign language courses for local staff, as part of the continuous training program (CSR)		

Source: Processed Primary Data, 2024

### Strategic Position and Action Evaluation (SPACE) Matrix

The Strategic Position and Action Evaluation (SPACE) Matrix is another important matching tool at stage 2. The four-quadrant framework indicates whether aggressive, conservative, defensive, or competitive strategies are most appropriate for the organization. The intersection of the SPACE Matrix represents two internal dimensions [financial position (FP) and competitive position (CP)] and two external dimensions [stability position (SP) and industry position (IP)]. These factors may be the most important determinants of the organization’s overall strategic position. The SPACE Matrix for Bali Palms Tabanan is as follows:

**Table 5.**  
**SPACE Matrix of Bali Palms Tabanan**

Internal Strategic Position	Rating	External Strategic Position	Rating
Financial Position (FP)		Stability Position (SP)	
1. Revenue	5	1. Demand elasticity	-6
2. Net profit	4	2. Political instability	-4
3. Liquidity	4	3. Technological changes	-4
4. Working capital	4	4. Inflation rate	-6

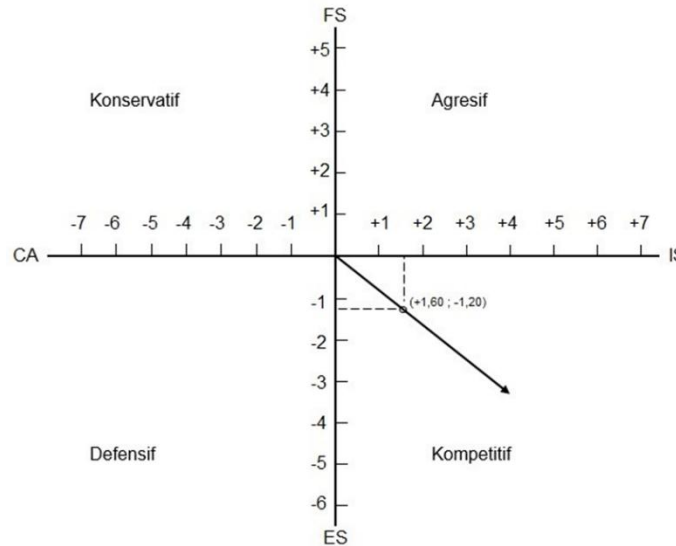
5. Leverage	4	5. Competitive pressure	-7
<b>Average</b>	<b>4.2</b>	<b>Average</b>	<b>-5.4</b>
<b>Competitive Position (CP)</b>		<b>Industry Position (IP)</b>	
1. Customer loyalty	-4	1. Financial stability	4
2. Marketing mix	-3	2. Growth potential	7
3. Service quality	-5	3. Resource utilization	5
4. Service diversity	-6	4. Profit potential	5
5. Management expertise	-2	5. Market expansion potential	7
<b>Average</b>	<b>-4</b>	<b>Average</b>	<b>5.6</b>

Source: Processed Primary Data, 2024

The obtained directional vector coordinates are:

- X-axis intersection:  $-4 + 5.6 = +1.60$
- Y-axis intersection:  $4.20 + (-5.40) = -1.20$

Conclusion of Coordinates: The vector point lies in the competitive quadrant. The directional vector diagram is as follows:



**Figure 1.**  
**Directional Vector of the SPACE Matrix for Bali Palms Tabanan**

From the SPACE matrix above, it can be seen that Bali Palms Tabanan is in Quadrant IV, which is a competitive position. Therefore, Bali Palms Tabanan applies competitive strategies in its business. Competitive strategies that can be implemented include forward integration, backward integration, and horizontal integration. In addition, Bali Palms Tabanan also employs other competitive strategies such as market penetration, market development, and product development in its operations.

**Boston Consulting Group (BCG) Matrix**

The BCG matrix graphically illustrates the differences among divisions in terms of relative market share position and industry growth rate. The BCG matrix enables multidivisional organizations to manage their business portfolios by examining the relative

market share position and relative industry growth rate for all other divisions within the organization. The following is the BCG Matrix diagram for Bali Palms Tabanan:

**1. Stars**

The category that falls under the *stars* strategy is products or core businesses that have a dominant market share, rapid growth, and generate substantial revenue. This means the products are market-leading and in high demand. In this position is the *Retreat Package: Mind, Body, Soul* offered by Bali Palms Tabanan.

**2. Question Marks**

The *question marks* category consists of products or business units with high growth potential but currently very low market share. In this category are activities such as planting fruit trees like mango, papaya, orange, and coconut. These activities have high prospects but low market presence because fruit cultivation still depends on seasonal cycles.

**3. Cash Cow**

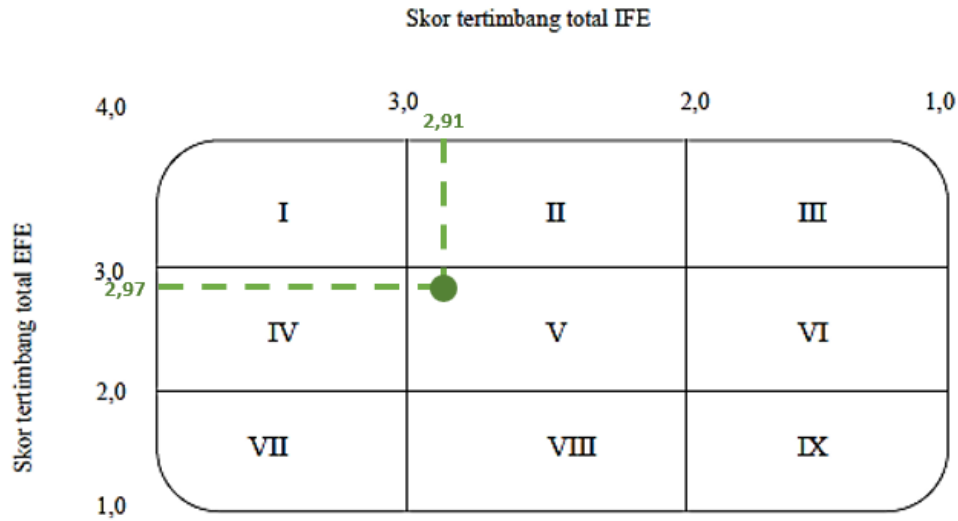
Included in the *cash cow* category are products or business units that are market leaders, generating more revenue than the company's expenses. These products or units have high market share but very limited future growth prospects. The slow pace of industry expansion shows that businesses in this environment are unlikely to gain a significantly larger market share. However, the market is still large enough to generate high sales for the organization. In this category is the restaurant business line owned by Bali Palms Tabanan.

**4. Dogs**

This category includes products or business units with low market share and low growth rates. In this position is the *Yoga Package*. As is known, yoga currently has few enthusiasts due to its low market share and slow growth rate. Therefore, creating special packages to support marketing efforts would be well-suited for this activity. In other words, Bali Palms should combine yoga packages with other activities to make them more appealing.

**Internal-External (IE) Matrix Analysis**

Based on the previously analyzed IFE and EFE values, Bali Palms Tabanan has an IFE score of 2.91 and an EFE score of 2.97. From these results, Bali Palms Tabanan falls into Quadrant V. Quadrant V is the "Stability/Growth" area, meaning the company has reached stability and must maintain it while still having the potential to grow and develop. This shows that Bali Palms Tabanan can adopt a strategy of maintaining and defending. *Market penetration* and *product development* are the two most common strategies in this division. The following image presents the Internal-External (IE) Matrix analysis of Bali Palms Tabanan:



**Figure 2.**  
**Internal-External (IE) Matrix**

**Grand Strategy Matrix**

The Grand Strategy Matrix is based on two evaluative dimensions: competitive position and market (industry) growth. Based on the results from the input stage, Bali Palms Tabanan falls into Quadrant IV. Businesses in Quadrant IV have a strong competitive position but operate in a slow-growing industry. Quadrant IV businesses can pursue joint ventures, and in this case, it would be better for Bali Palms Tabanan to seek government assistance to improve infrastructure, making it more accessible to tourists. With government support through participating in various association activities and social visits, infrastructure development in the Bali Palms area and its surroundings can be improved.

**Decision Stage Matrix Analysis: Quantitative Strategic Planning Matrix (QSPM)**

Based on the analysis, Bali Palms Tabanan’s scores are as follows:

- a. Offering new and unique products different from competitors: Score 0.66 indicates this is a fairly strong strategic option. This shows that introducing new and unique products can provide a competitive edge over rivals.
- b. Providing foreign language courses for local staff as part of ongoing training (CSR): With a score of 0.68, this strategy scored well. This shows that investing in staff training, particularly in foreign languages, can enhance local staff capabilities and indirectly improve service quality.
- c. Promoting social media campaigns and collaborating with influencers to increase Bali Palms Tabanan brand awareness: With the highest score of 0.88, this strategy is the most promising. Using social media and influencer collaborations is an effective way to increase brand awareness and reach a broader target market.
- d. Developing a local supplier network to reduce additional costs and empower the local economy: With a score of 0.54, this strategy is still important but may need further development. Reducing extra costs and empowering the local economy is positive, but greater cooperation with local suppliers is needed to make it more effective.

Thus, the QSPM results suggest the primary focus should be on developing marketing strategies through social media and influencer collaborations, followed by investing in local staff training and introducing new, unique products. Meanwhile, efforts to develop a local supplier network should continue to support overall business sustainability.

## CONCLUSION

Based on various matrix analyses conducted for Bali Palms, the study concludes and recommends that Bali Palms implement the available solutions in order of priority, ranked from the highest value, namely:

1. Promote social media campaigns and collaborate with influencers to enhance Bali Palms Tabanan's brand awareness. In an effort to increase brand recognition, Bali Palms Tabanan can launch creative and engaging social media campaigns, as well as collaborate with both local and international influencers particularly those prominent in the tourism sector to reach a wider audience.
2. Organize foreign language courses for local staff as part of a continuous training program (CSR). By providing foreign language training to local staff, Bali Palms Tabanan can improve their skills, help them communicate more effectively with international guests, and at the same time strengthen the company's corporate social responsibility (CSR) program.
3. Offer new and unique products that differ from competitors. To distinguish itself from competitors, Bali Palms Tabanan can introduce new and unique products that appeal to tourists, such as exclusive vacation packages, authentic local cultural experiences, or natural spa products available only at Bali Palms Tabanan.
4. Develop a local supplier network to reduce additional costs and empower the local economy. By collaborating with local suppliers, Bali Palms Tabanan can lower operational and logistical costs while simultaneously empowering the local economy by creating business opportunities for local entrepreneurs and farmers. This can also improve environmental sustainability by reducing carbon footprints through minimized long-distance transportation.

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