



Analysis of Competitive Advantages for PT. Bali Sundaram

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ABSTRACT

To remain a leading company in the highly competitive tourism industry in Bali, particularly among Tour & Travel businesses, it is essential for a business to determine the strategies it will implement. By setting the right strategies, the company can advance its business progress. This study aims to assess the internal conditions of PT. Bali Sundaram's travel business based on the Internal Factor Evaluation (IFE) matrix, evaluate the external conditions of the business using the External Factor Evaluation (EFE) matrix, and determine the strategies that should be applied by PT. Bali Sundaram. Data collection for this study was conducted through interviews, direct observations, and questionnaires. The data were analyzed using SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The results of the SWOT analysis show that the internal factor analysis (IFAS) score is 2.69 and the external factor analysis (EFAS) score is 3.34. The company is positioned in Quadrant II, which indicates "Growth" and "Build," meaning it should focus on growing and building. Based on the SWOT analysis, the alternative strategies for the company are: (1) expanding market share; (2) developing and enhancing the company's products or services; and (3) maintaining and improving service to business partners.

INTRODUCTION

Competitive advantage refers to the aspects that a company performs exceptionally well compared to its competitors. When a company can do something that others cannot, or possesses something that competitors desire, it gains a competitive edge. Currently, there are numerous Tour & Travel companies operating in Bali. These companies have emerged in response to the high market demand for convenient, comprehensive, and practical travel services.

The tourism sector is a significant pillar of Indonesia's economy and a major contributor to foreign exchange earnings. According to the Organization for Economic Co-Operation and Development (OECD) in its "Tourism Trends and Policies 2022" report, the tourism sector contributed 5.0% to Indonesia's Gross Domestic Product (GDP) in 2019. The success of Indonesian tourism, particularly in Bali, is supported by the presence of Tour & Travel companies.

Given these facts, the increasing number of Tour & Travel businesses in Bali influences entrepreneurs to enter the market. This has led to intense competition among these companies as they vie for customers through increasingly sophisticated marketing strategies. Each company has specific targets for business growth, making it essential for them to employ competent marketing teams to attract consumers. With the growing interest from tourists visiting Bali, this presents a promising business opportunity for the future.

The rising number of Tour & Travel companies leads to intensified competition among them. Marketing strategies are crucial for companies to achieve their objectives. Tour & Travel companies market their products by recruiting marketing teams, as a travel business cannot thrive without an effective marketing team.

Based on data from the Association of The Indonesian Tours and Travel Agencies (ASITA), here is a list of the top 15 Tour & Travel companies in Bali

No.	Nama Tour & Travel	Address
1.	Golden Rama Express Tour & Travel	Jl. By Pass Sunset Road No.78, Simpang Dewa Ruci, Kuta-Bali
2.	Dwidaya Wisata Indonesia	Jl. By pass Ngurah Rai No.100 Blok B Tuban, Badung, Bali.
3.	Happy Trails Asia	Jl. By Pass Ngurah Rai No.195 Sanur, Bali.
4.	Asian Trails Indonesia	Jl. By Pass Ngurah Rai No.260 Sanur, Denpasar, Bali 80228
5.	Antavaya Tour Bali	Jl. By pass Ngurah Rai 143 Sanur 80228 Bali Indonesia

6.	Exo Travel Indonesia	Jl. By pass Ngurah Rai No. 157, Sanur, Denpasar Selatan
7.	Pacto	Jl. By Pass Ngurah Rai No.378 Sanur, Denpasar Selatan, Bali.
8.	Destination Asia	Jl. By Pass Ngurah Rai No.360 Sanur
9.	Bayu Buana Travel Service	Ruko Sunset Indah II No.5 Jl. Sunset Road No.819 Kuta
10.	Wita Tour	Pertokoan Imam Bonjol Square Blok AA-38, Jl. Imam Bonjol No.555, Pemecutan Kelod, Denpasar, Bali 80119
11.	Pegasus Indonesia Travel	Jl. Taman Jimbaran, Perum Umah D'Jimbaran Kav. C1 Badung, Kuta Selatan, Jimbaran, Bali 80361
12.	Harum Indah Sari Tours & Travel	Jl. By Pass Ngurah Rai No.732 Pesanggaran, Denpasar, Bali 80222
13.	Bali Sundaram Travel	Jalan Pundak No 3A Batubulan, Kecamatan Sukawati, Kabupaten Gianyar, Bali 80582
14.	Asia Koleksi Travel	Jl. By Pass Ngurah Rai No.9B Kuta, Bali 80361
15.	Abadi Bali Wisata Tours & Travel	Jl. Dewi Sita Selatan No.32, Seminyak, Kuta, Bali

Sumber: <https://www.asitabali.org/en/keanggotaan/full-member>

Based on data from asitabali.org and the conference of the Indonesian Tour and Travel Agencies Association held at the beginning of each year, PT. Bali Sundaram ranks 13th among the top 15 Tour & Travel companies in Bali. PT. Bali Sundaram has been operating in the travel industry since 2016 and attracts both domestic and international tourists. It is recognized as one of the best travel companies in Bali, offering comfortable and high-quality travel services.

PT. Bali Sundaram provides optimal services to its customers. The costs paid by consumers align with the quality of what they receive, including premium facilities such as 4-star hotel accommodations. Since its establishment in 2016, PT. Bali Sundaram has earned the trust of many tourists for their travel needs.

Below is a comparison of the travel packages offered by PT. Bali Sundaram with those of its competitors:

Table 1.2: Comparison of Travel Packages Offered by PT. Bali Sundaram and Its Competitors

No	Nama Travel	Jenis Paket	Harga	Fasilitas
1.	Golden Rama Express Tour & Travel	Private Tour 4 Hari 3 Malam (Minimal 4 Peserta)	Rp. 3.999.000	Hotel *4
2.	Dwidaya Wisata Indonesia	Private Tour 4 Hari 3 Malam (Minimal 4 Peserta)	Rp. 3.749.000	Hotel *3
3.	Bali Sundaram Travel	Private Tour 4 Hari 3 Malam (Minimal 2 Peserta)	Rp. 3.299.000	Hotel *4

From Table 1.2 above, we can see the comparison of strategies between PT. Bali Sundaram and its competitors, Golden Rama Express Tour Travel and Dwidaya Wisata Indonesia. PT. Bali Sundaram offers the lowest prices among its competitors and provides 4-star hotel accommodations, with packages that can be booked for a minimum of 2 participants. Competitive pricing is one of the business strategies employed by PT. Bali Sundaram to attract consumers. The strategy includes attracting potential tourists even in small numbers, accommodating single travelers with negotiable prices, and allowing changes to the destination in existing travel packages. Additionally, Bali Sundaram offers package upgrades, including options for both standard and luxury villas.

To achieve long-term success, a business must have a competitive advantage. Competitive advantage refers to a condition where a business can perform actions that other businesses or competitors cannot. To achieve competitive advantage, a business must determine the right strategy for managing its operations. The chosen strategy will impact the business, influencing its success or failure, as well as its potential for bankruptcy or sustainability (Nedelea & Păun, 2009; Astuti & Ratnawati, 2020).

A company must formulate a strategy that fits both its internal and external environment to achieve and sustain a competitive advantage (Glenn Baxter, 2019, in Ribek et al., 2020). This involves analyzing performance improvement through strategic strength in industries characterized by uniqueness and differentiation to achieve competitive advantage.

PT. Bali Sundaram operates in the highly competitive travel industry in Bali, where numerous similar service providers exist. The differences in competitive positioning will affect the marketing strategies used to compete with rivals.

One of the marketing strategies employed by Bali Sundaram is digital marketing. The company has a marketing team focused on social media, including creating content for Instagram reels and TikTok videos. Bali Sundaram focuses on attracting consumers through social media platforms. However, this approach is still not optimal, as evidenced by data from the Association of The Indonesian Tours and Travel Agencies (ASITA),

which shows that Bali Sundaram ranks 13th among the top 15 tour and travel companies in Bali, rather than being in the top 10. PT. Bali Sundaram continues to strive to improve its performance to achieve a higher ranking in the future.

LITERATUR REVIEW

No.	Title, Name and Research Years	Conclusion
1.	"Competitive Advantage Strategy with SWOT Analysis in Enhancing Marketing Performance of Bean Sprouts During the COVID-19 Pandemic in Bali" (Ribek et al., 2020)	The objective of this study is to identify various suitable strategic alternatives through SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) for the product "Bean Sprouts" during the COVID-19 pandemic. The data analysis techniques used are the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), and SWOT Matrix (Strengths, Weaknesses, Opportunities, Threats). This research employs both qualitative and quantitative approaches. The findings indicate that the Bean Sprouts business is positioned to "grow and develop," and the strategies that can be applied include market penetration, market development, and product development. Market penetration can be achieved by seeking new market segments for existing products or services through more intensive marketing efforts.
2.	Enhancing Competitive Advantage Through SWOT Analysis (Arda, 2019)	The data analysis techniques used are the Internal Factor Analysis Summary (IFAS) Matrix, the External Factor Analysis Summary (EFAS) Matrix, and the SWOT (Strengths, Weaknesses, Opportunities, Threats) Matrix. In this SWOT analysis, both qualitative and quantitative approaches are utilized. The research conducted on the company involved data collection through Focus Group Discussions (FGD), interviews, and documentation. The results indicate that the Batik Crafters in Medan are in a very favorable situation due to their ability to leverage strengths to seize beneficial opportunities. Therefore, an alternative strategy that can be applied is Strategy 1, which is development (an aggressive strategy).
3.	Competitive Advantage Strategy of Patra Semarang Hotel &	Here is the English translation:

	<p>Convention Using IE, SPACE, and Competitive Profile Matrices (Utami et al., 2023)</p>	<p>This research is a descriptive qualitative study with a case study approach aimed at determining appropriate competitive strategies for Patra Semarang Hotel & Convention. Information was gathered through questionnaires, interviews, and documentation. The study utilized the IFE, EFE, CPM, IE, and SPACE matrices for data analysis. The results indicate that according to the IE Matrix analysis, the company is in Quadrant V, which shows a "hold and maintain" position, recommending market penetration and product development strategies. In contrast, the SPACE Matrix analysis places the company in Quadrant A, suggesting strategies of market penetration, diversification, backward integration, and forward integration. Through the Competitive Profile Matrix analysis, Patra Semarang Hotel & Convention ranks third or last among the two competitors. The appropriate competitive strategies for Patra Semarang Hotel & Convention are market penetration, product development, diversification, forward integration, and backward integration.</p>
<p>4.</p>	<p>Competitive Analysis of Spa Industry in Slovakia: Combining SWOT, EFE and IFE Analysis (Chlpek & Halenárova, 2022)</p>	<p>The SWOT analysis results indicate that the spa should focus on leveraging strengths and opportunities, such as improving service quality and creating new products and services, enhancing marketing strategies, and promoting tourism to raise awareness of Slovakia as a travel destination. The SWOT analysis is widely used in the business environment, but when it comes to defining strengths, weaknesses, opportunities, and threats, it is not always sufficient for individual factors. SWOT analysis helps businesses identify their strengths, weaknesses, opportunities, and threats. Based on this analysis, a business can determine what it is doing well and what needs improvement. The EFE analysis focuses on external factors affecting the company, such as opportunities and threats. On the other hand, the IFE analysis focuses on internal business</p>

		factors.
5.	Determining Marketing Strategies to Enhance Competitive Advantage Using SWOT Analysis Amidst the COVID-19 Pandemic (Tampenawas et al., 2022)	The purpose of this research is to analyze the strengths, weaknesses, opportunities, and threats (SWOT) and marketing strategies that can be applied to Black Cup Coffee and Roastery. The key informants in this study are the managers and customers of Black Cup Coffee and Roastery. The data analysis techniques involve identifying, weighting, scoring, and evaluating the components of the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices, which are then incorporated into the SWOT matrix and IE (Internal-External) matrix. The research results indicate that Black Cup's internal conditions have greater strengths compared to its weaknesses, while its external conditions show greater threats compared to opportunities. The IE Matrix analysis places Black Cup in cell V, which is referred to as a "Grow and Build" strategy. The average position for the IFE matrix and the medium position for the EFE matrix suggest that Black Cup should pursue intensive and integrative strategies.
6.	Business Strategies for Achieving Competitive Advantage Through SWOT Analysis (Siregar et al., 2022)	The purpose of this research is to analyze the internal and external factors at Bubur Ayam Muslimah. This research uses a descriptive qualitative research method. Data is obtained from observations, interviews, and literature studies. Data analysis techniques involve the use of IFAS matrix, EFAS matrix, SWOT diagram, and SWOT matrix. The research results show that Bubur Ayam Muslimah has been using product strategies and the best service strategies for customers. Conclusion: The business strategies used are quite good, but there is still a need for evaluation to find the most suitable strategy for the development of Bubur Ayam Muslimah.
7.	Analysis of the Business Environment in Enhancing Competitive Advantage at Café Kopilabs (Niode et al., 2023)	This research is a qualitative study aimed at understanding and analyzing the business environment in enhancing the competitive advantage of Café Kopilabs. The data used in this study includes: first, primary data, which is obtained directly from the research subjects, such as interviews with the director of Kopilabs, managers, and employees; and second, secondary data, which is obtained

		from Kopilabs entrepreneurs. Data collection techniques include observation, documentation, and interviews. The analysis tool used for competitive advantage strategy is based on Porter's five forces theory (1980). The research findings indicate that Café Kopilabs, in enhancing its competitive advantage, implements three competitive strategies proposed by Porter. The most impactful strategy is the focus strategy with the concept of enjoying coffee without music, aligning with the market segmentation of productive consumers. This is followed by cost leadership and differentiation..
8.	The translation you provided is accurate. If you need any further adjustments or additions, let me know!	This study aims to determine the competitive advantage strategies of Murbay Convection using SWOT and QSPM analysis approaches. Another objective of this research is to enhance competitiveness in the face of evolving global trends. The research design involves data from 10 convection business objects in Bandar Lampung, which are competitors of Murbay Convection. Data collection methods include interviews, observation, and questionnaires. The results from the SWOT and QSPM analysis methods show that Murbay Convection is able to leverage its strengths and anticipate internal weaknesses while having effective strategies to capitalize on opportunities and minimize threats. The QSPM method calculations indicate that Murbay Convection requires an intensification strategy to improve product variation and create a competitive advantage.
9.	Analysis of Competitive Advantage at Jembangan Nature Tourism Object Poncowarno Kebumen (Ridwan, Rido 2020)	This study aims to analyze the appropriate strategies for Jembangan Nature Tourism Object to maintain and enhance its market position. The sampling technique used in this study is Accidental Sampling, resulting in a sample size of 50. The research employs a two-stage analysis: the first stage involves Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, and the second stage utilizes SWOT and Internal-External (IE) matrices. The results show that the Jembangan tourism object is in Quadrant I, indicating "Growth" and "Build," meaning it is in a phase of growth and development, with a total IFE score of 4.9 and a total EFE score of 2.76. The

		<p>study concludes with four strategies formulated through SWOT analysis, which serve as a foundational reference for tourism development. Among these strategies, the most dominant is the SO (Strength-Opportunities) strategy, which leverages all strengths to maximize opportunities.</p>
10.	<p>Marketing Strategy Analysis to Improve Competitive Advantage (Pramudita et al., 2021)</p>	<p>This study aims to identify the strategies currently used by the company to increase sales volume. Additionally, it seeks to determine the strategic steps that should be implemented by the company in the future to compete effectively with its rivals. This research uses a qualitative approach, including gathering information through interviews with sources at PT. Fastrata Buana Cabang Krian Sidoarjo. The results of the analysis suggest that the company should further develop market expansion as an alternative strategy. Emphasizing customer loyalty through courteous and friendly service is also recommended. The company is encouraged to consider implementing these strategies to strengthen its competitive position and ensure continued growth and development for PT. Fastrata Buana. Keywords: Marketing strategy, competitive advantage</p>
11.	<p>Analysis of Strategy and Competitive Advantage as the Key to Success for Retail SMEs: A Case Study of Company ABC (Azra, 2022)</p>	<p>This study aims to understand the strategies and competitive advantages that impact the success of retail SMEs. The research uses a mixed-method approach, combining descriptive qualitative methods with a literature review. Primary data was collected through in-depth interviews and field observations. Participants were selected using purposive sampling based on criteria set by the researchers. The sample includes owners, managers, employees, and 10 customers of Company ABC. Company ABC was chosen because it is an SME in the retail sector that has been operating for over 8 years and has achieved a healthy growth rate of 500% over a 5-year period.</p> <p>The data were analyzed using SWOT, IFE, EFE, IE, and TOWS matrices. The study</p>

		<p>results reveal four strategies for developing the competitive advantage of Company ABC:</p> <ol style="list-style-type: none"> 1. Strategy to Increase Sales Through Online Media: Enhancing online presence and offering excellent customer service. 2. Strategy to Increase Sales Among Loyal Customers: Developing effective communication strategies to engage and retain loyal customers. 3. Providing Excellent Service: Improving customer service to enhance the company's reputation.
12.	<p>Analysis of Competitive Advantage Strategies Using SWOT Approach at Azkia Collection SME, Cikarang Selatan, Bekasi Regency (Widodasih et al., 2023))</p>	<p>This study aims to understand and gather information about competitive advantages through the SWOT analysis approach at Azkia Collection SME in Cikarang Selatan, Bekasi Regency. The research uses a qualitative approach, focusing on the natural conditions of the research object. This can be identified through internal and external factors, IFAS and EFAS, as well as the SWOT matrix. The results indicate that the internal factors (IFAS) have an overall score of 3.22, while the external factors (EFAS) have an overall score of 3.13. This suggests that optimizing strengths and opportunities while minimizing weaknesses and threats is possible.</p>
13.	<p>SWOT Analysis of Online Marketing Strategies to Create Competitive Advantage During the COVID-19 Pandemic (Survey on Batik IKM Pamekasan Madura) (Listyawati et al., 2022)</p>	<p>Based on the market analysis conducted, the marketing of Batik Pamekasan Madura still has significant market opportunities for development using appropriate marketing strategies. The positioning of Batik Pamekasan products through the SWOT Matrix indicates a "build and grow" strategy. The general strategies used are intensive (market penetration, market development, and product development) or integrative (backward integration, forward integration, and horizontal integration). SWOT analysis of Batik IKM products requires strategy selection involving the use of strengths to address threats with market development, market penetration, product development, vertical integration (forward/backward), horizontal integration, and concentric diversification.</p>

14.	Competitive Advantage Strategy Analysis at Surya Tunggal Workshop in Toili District (Husen et al., 2023)	This study aims to understand the competitive advantage strategies at Surya Tunggal Workshop in Toili District. Based on research using SWOT analysis, which includes identifying strengths and weaknesses through the IFAS matrix and opportunities and threats through the EFAS matrix, Surya Tunggal Workshop has greater strengths with a score of 2.72 compared to weaknesses with a score of 0.64. Opportunities at Surya Tunggal Workshop have a higher score of 3.76, while threats have a score of 0.28. This indicates that Surya Tunggal Workshop in Toili District has significant opportunities compared to the threats it faces in determining its competitive strategy.
15.	Analysis of Competitive Advantage Strategies at Ayu Tailor in Hanga-Hanga Village, Banggai Regency (Kurubit et al., 2023)	The aim of this study is to understand the competitive advantage strategies used by Ayu Tailor. This research is qualitative, employing SWOT analysis using data collection techniques such as interviews and observations. The results of the SWOT analysis indicate that the IFAS score is 3.36 and the EFAS score is 1.82. Additionally, the results can also be seen on the Cartesian diagram. The SWOT matrix places Ayu Tailor in the SO quadrant, meaning that Ayu Tailor can leverage its strengths to take advantage of existing opportunities. Based on the Cartesian diagram analysis, Ayu Tailor is positioned in Quadrant I, which is a highly advantageous situation where Ayu Tailor has strong strengths and opportunities. The strategy to be applied in this situation is to support an aggressive growth-oriented strategy because Ayu Tailor has greater strengths compared to weaknesses.
16	SWOT Analysis as a Basis for Marketing Strategy Determination at Rameyza Tour & Travel Bondowoso (Risqianto et al., 2023)	The research findings indicate that Rameyza Tour & Travel Bondowoso is in Quadrant V, which means the marketing strategy that should be adopted is a horizontal innovation strategy, focusing on adding or improving the execution of each activity in the business.
17	SWOT Analysis Post-Development of Padansili Tourism in Ngampungan Village, Bareng District,	The analysis results show an IFE value of 5.56 and an EFE value of 5.01. Both IFE and EFE values are in Quadrant I (Aggressive/Offensive Strategy), which is considered the most advantageous position, allowing for the use of strengths to capitalize

	Jombang Regency (Hidayat et al., 2023)	on opportunities. With this SWOT analysis, the management and planning of Padansili Tourism development are progressing well and smoothly.
18	SWOT Analysis (Strength, Weakness, Opportunity, Threats) for Bali Provincial Tourism Development Policies (Nggini, 2024)	The study shows that the SWOT (Strength, Weakness, Opportunity, Threat) analysis of Bali's tourism development policies focuses on involving the community, ultimately aiming to develop tourism that boosts the local economy. The tourism development policies include four areas for SWOT analysis: a) Tourism Destination Development Policies, b) Tourism Marketing Development Policies, c) Tourism Resource Policies, and d) Tourism Promotion Policies. These are used as a foundation for sustainable and competitive development in Bali.
19	Strategy Formulation to Achieve Competitive Advantage (Marpaung, 2022)	The research results indicate that the suitable strategy for Café Sawah Desa Wisata Pujonkidul is market penetration. The market penetration strategy alternative received a score of 6.08, higher than the product development strategy which scored 5.49.
20	Quantitative SWOT Analysis Application for Rural Tourism Development Strategy Formulation in the Merapi Slope Area, Special Region of Yogyakarta (Purwohandoyo et al., 2017)	This study aims to evaluate rural tourism development strategies using quantitative SWOT analysis. There are 12 tourist villages in Quadrant I, 1 in Quadrant II, 2 in Quadrant IV, and none in Quadrant III. Strengthening internal potentials (attractions, accessibility, infrastructure, management) and enhancing external capacities (marketing, investment networking, and disaster risk reduction) are key strategies to boost the development of these tourist villages. For tourist villages in Quadrants II and IV (Pancoh, Dukuh, Garongan), both internal and external aspects need further intensification. Serious and continuous efforts are required for the development of these three tourist villages.
21	SWOT Analysis for the Development of Clungup Mangrove Conservation Ecotourism, Malang (Riyanto et al., 2022)	This study aims to analyze the SWOT (Strength, Weakness, Opportunity, Threat) strategy as a basis for developing the Clungup Mangrove Conservation Ecotourism in Malang. The research method used for strategic SWOT analysis in the development of Clungup Ecotourism is descriptive and qualitative. The focus is to understand the development stories of Clungup Ecotourism,

		collect, interpret, and analyze actual facts obtained in the form of explanations.
22	Sustainable Tourism Strategy Development in Yogyakarta's Tourist Villages Through SWOT Analysis (SWOT Quadrant Matrix and EFAS & IFAS) (Rubiyanto et al., 2023)	This research is descriptive and qualitative. Methods of observation, interviews, and literature review were used to obtain information on tourism potential. Descriptive qualitative analysis was used to formulate tourism development strategies in the Special Region of Yogyakarta based on SWOT analysis. The results show that tourist villages can leverage recommended development strategies to achieve sustainability.
23	SWOT Analysis in Achieving Competitive Advantage (Purwadisastra, 2016)	This study was conducted using IFAS analysis for internal factors, EFAS analysis for external factors, which were then incorporated into the SWOT matrix model. The analysis shows that, using IFAS and EFAS as well as SWOT analysis, the company is positioned in Cell 2, meaning the strategies chosen to support the company's goals are ST (Strength-Threat) and SO (Strength-Opportunity) strategies.
24	How to manage yacht tourism in Turkey: A swot analysis and related strategies (Sariisik et al., 2011)	The primary objective of this research is to present the current situation and analyze the managerial conditions of cruise tourism in Turkey through meta-analysis and qualitative insights. Cruise tourism is one of the most rapidly developing niche tourism sectors worldwide. As one of the most significant forms of tourism, it generates higher revenue, provides sustainable development opportunities, and ensures product differentiation. Cruise tourism can be evaluated as a more strategic option for Turkey's tourism industry.
25	Competitive Marketing Strategy Formulation Using SWOT Analysis and QSPM in an Iranian Manufacturing Company (Nir et al., 2024)	This study aims to formulate a competitive marketing strategy for an Iranian educational equipment manufacturing company (EEI Co.). The method used is a descriptive survey in the form of a case study, which employs qualitative analysis based on SWOT matrix results and quantitative analysis using IFE, EFE, IE, and QSPM matrices. The necessary data was collected through observations, focus group discussions, interviews, questionnaires,

		and literature reviews. The results of this study propose several marketing strategies for EEI Co. to gain a larger market share for its products.
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METODOLOGY

This study uses a qualitative, descriptive method with the goal of understanding the conditions or situation of the research subject. This descriptive qualitative method is used to examine and clearly describe the strategies and actions taken by PT. Bali Sundaram to improve its strategies and remain competitive in the Tour & Travel service industry.

RESEARCH RESULT

Interview Results with PT. Bali Sundaram

Respondent 1: Ms. Retnowati (43 Years Old)

Position: Owner of PT. Bali Sundaram

Experience: 12 Years in Tourism

Date: June 29, 2024, 09:45 - 10:20 WITA

Location: Meeting Room, PT. Bali Sundaram

Strength

- 1. Does Bali Sundaram have official permits for its business operations?**
Answer: "Bali Sundaram has been established for 8 years, since 2016, so we certainly have all the necessary business permits."
- 2. As the owner of the company, how has Bali Sundaram managed to remain successful until now?**
Answer: "Well... Fortunately, I have 12 years of experience and I have been directly involved in the field, starting from scratch. With my experience, I also have trusted and reliable business partners."
- 3. Besides your experience, is there anything else that is key to the success of this business?**
Answer: "Well... The tourism business is very dynamic, so we must have strong support from both business partners and employees. We need a solid support system to survive in the tourism industry."
- 4. Does your company have good relationships with its business partners?**
Answer: "To survive in the tourism sector, we must work well together, be

supportive, and the motto is 'Advance Together'. We need mutual trust and reliability, so we have very good relationships with our business partners."

5. **What differentiates Bali Sundaram's products from those of its competitors?**
Answer: "With our 8 years of experience and my personal 12 years of experience, we offer very attractive travel services that can compete with competitors. We often create product differentiation and we are prepared to compete with product differentiation in the future."

Weakness

1. **Are there any obstacles in providing services in this business?**
Answer: "Tourism is indeed seasonal, with peak times such as school holidays and religious holidays. During high seasons, there is a high demand from domestic and international tourists, and we still experience a shortage of employees to meet these demands."
2. **Are there any issues with marketing or creating products at Bali Sundaram?**
Answer: "Tourism in Bali typically involves beaches and mountains, so the range of products we offer is generally similar to our competitors. This is a weakness for us, so we need to continually create product differentiation to address this weakness."
3. **How does Bali Sundaram promote its products?**
Answer: "We use social media to promote our products. As we know, marketing through social media is very popular now. The marketing journey is very fast, so we primarily use social media."

Opportunity

1. **Can you leverage any events or specific conditions to come up with new business ideas or to market your products?**
Answer: "Tourism marketing often involves events such as Bali & Beyond Travel, where we can meet consumers and identify tourism opportunities. For example, Bali is known for its beaches and culture, but we are now also offering mountain experiences and events related to worship."
2. **What motivates Bali Sundaram to keep moving forward?**
Answer: "Our motivation comes from the support from both the government and our business partners. The government provides motivation for domestic tourists to continue visiting Bali, and the increasing number of international tourists coming to Bali."
3. **What are the current major opportunities for this business?**
Answer: "With the increasing number of international and domestic tourists, the largest market share is from international tourists."
4. **Do government regulations provide opportunities for your business?**
Answer: "I see support from the government, such as the Medium-Term Development Plan (RPJM) 2020-2024 for the tourism sector."

Threats

□ **What are the issues faced in running this business?**
Answer: “The main issue is the high number of competitors, including online travel agencies (OTAs), which have become our competitors. Information reaches customers quickly through these platforms.”

□ **What new business strategies are competitors applying to impact your sales?**
Answer: “We see competitors differentiating their products by offering unique packages. We must be prepared to compete and come up with new ideas to maintain product differentiation.”

□ **What kind of competition also poses a problem in this business?**
Answer: “There is a lot of coverage on social media about unofficial travel agents without permits, often involving intermediaries. Tourists sometimes contact these unofficial agents from their own countries. This is problematic as everything in Bali should be official and properly licensed.”

□ **How about competition among travel agents in Bali?**
Answer: “Competition will always exist. Customers often look for cheaper options, but my advice to customers, both domestic and international, is to choose travel agents with experience, proper licensing, and official permits. This ensures that you won’t be deceived, abandoned, or mistreated. Experienced and licensed travel agents will be responsible and provide clear information and additional value. I advise against choosing unofficial agents as they may offer lower prices but can lead to issues for tourists.”

Interview Results with PT. Happy Trails

Respondent 2: Ms. Sthita (28 Years Old)

Position: Product & Quotation Staff

Experience: 5 Years in Tourism

Date: June 29, 2024, 12:00 - 12:20 WITA

Location: Meeting Room, PT. Happy Trails

1. **Is PT. Happy Trails officially registered as a legal entity?**
Answer: Yes, our company is officially registered and has been operating since around 2014, which is about 10 years ago.
2. **What types of products or services does your company focus on?**
Answer: We offer services and products for companies that want to organize gatherings, meetings, outings, and similar events.

3. **Is there a minimum number of participants required for a single travel package?**
Answer: Yes, our company requires a minimum of 20 people, but we are open to accommodating more than that.
4. **How does your company establish cooperation with potential clients?**
Answer: We engage in cooperation through our marketing team, so we approach potential clients through our marketing efforts.
5. **What factors contribute to your company experiencing losses?**
Answer: Sometimes, the reservation dates change, which can cause difficulties because we have a minimum of 20 people. We need to coordinate with hotels, restaurants, and guides. Sudden changes in timing can lead to penalties from these parties.

Interview Results with PT. Harum Indah Bali Tours

Respondent 3: Ms. Ketut (30 Years Old)

Position: Marketing Staff

Experience: 6 Years in Tourism

Date: June 29, 2024, 14:00 - 14:20 WITA

Location: Meeting Room, PT. Harum Indah Bali Tours

1. **Is PT. Harum Indah Sari Tours officially registered as a legal entity?**
Answer: "Yes, our company is officially registered and has been operating for 14 years. We recently celebrated our company's anniversary in April."
 2. **What marketing strategies does your company implement?**
Answer: "Our tours focus on luxury tours for the upper-class segment. We do not handle large open trips with many people."
 3. **Is there a minimum number of participants required for a single travel package?**
Answer: Since we focus on luxury packages, such as honeymoon packages, the number is quite limited – typically just 2 people for honeymoon tours. It cannot be for large groups."
 4. **How does your company establish cooperation with third parties to attract customers?**
Answer: "As mentioned, since we focus on honeymoon packages, we collaborate with several star-rated hotels that offer excellent views for couples. We also partner with restaurants that provide intimate venues for couples' dinners."
 5. **What factors contribute to your company experiencing losses?**
Answer: "One example is when customers book our services far in advance and specify their preferences for villas, views, etc. After they make a deposit and booking, the villa may increase its price due to high season or other reasons, leading to additional costs for us and causing losses."
- Research Findings and Discussion**
Analysis of Internal Environment Factors (IFAS)

To create the EFI (Internal Factor Evaluation) matrix, the internal environment factors such as Strengths and Weaknesses are listed.

Table 4.1 Analysis of Internal Environment (Strengths and Weaknesses)
 PT. BALI SUNDARAM

Internal Factors	
Kekuatan (Strength)	
1.	Holds a business license for establishing a travel agency.
2.	Has founders with experience in the hotel and tour wholesaler industry.
3.	Possesses a system that supports operational activities.
4.	Maintains good relationships with business partners.
5.	Offers high-quality products or services.
Kelemahan (Weakness)	
1.	Limited number of employees.
2.	Lack of product or service differentiation.
3.	Insufficient promotion through social media and advertising.

Source : Researcher and Interview Result (2024)

Tabel 4.2 Matriks Evaluasi Internal Factors (EFI)

Internal Factors	Bobot	Rangking	Weighted Value
<i>Strength</i>	(a)	(b)	(a x b)
Holds a business license for establishing a travel agency.	0.09	4.00	0.36
Has founders with experience in the hotel and tour wholesaler industry.	0.06	4.00	0.24
Possesses a system that supports operational activities.	0.16	3.00	0.48
Maintains good relationships with business partners.	0.10	4.00	0.40
Offers high-quality products or services.	0.14	4.00	0.56
Amount			2.04
<i>Weakness</i>			
Limited number of employees.	0.20	2.00	0.40
Lack of product or service differentiation.	0.11	1.00	0.11
Insufficient promotion through social media and advertising.	0.14	1.00	0.14
Amount			0.65
Total	1.00		2.69

Source : Researcher and Interview Result

Analysis of External Environment Factors (EFAS)

In creating the EFE (External Factor Evaluation) matrix, it is necessary to understand and evaluate both the general environment and the industry environment of the company. There are at least five steps in creating this matrix:

1. **EFE Concerns the External Environment:** First, create a list of important external factors that represent opportunities and threats for the company.
2. **Assign Weights to Each Factor:** Each factor needs to be assigned a weight, ranging from 0.0 for factors that are very unimportant to 1.0 for factors that are very important. This weight indicates the significance of each factor in the industry where the company operates, with the total weight of all factors adding up to 1.0.
3. **Assign Ratings to Each Factor:** Similarly, each factor is given a rating from 1 to 4, which can be tabulated as follows:

Value	Information
1.	If the company's response is very poor.
2.	If the company's response is the same as the average response of other companies in the industry.
3.	If the company's response to external factors is better compared to the response of other companies in the industry.
4.	If the company's response to the external environment is very good and optimal.

4. In this step, multiply each weight from step two by the rating assigned in step three to obtain the weighted score.
5. Sum the weighted scores for each variable to determine the total weighted score for the company.

Tabel 4.1 Analysis of External Environment (Opportunities and Threats)
PT. BALI SUNDARAM

Eksternal Factor	
Peluang (Opportunity)	
1.	The existence of the Bali & Beyond Travel Fair (BBTF)
2.	Government support for advancing new tourism in Bali
3.	Increasing number of foreign tourists visiting Bali
4.	The tourism sector being a priority in the Medium-Term Development Plan (RPJM) 2020-2024
Ancaman (Threats)	
1.	The proliferation of Online Travel Agents (OTAs)
2.	Differentiation of products or services by competitors
3.	Increased promotion in areas outside of Bali
4.	The rise of illegal travel agents in Bali

Source: Researcher & Interview Results

Tabel 4.2 Matriks Evaluasi Faktor External (EFE)

Faktor External	Bobot	Peringkat	Nilai Tertimbang
Peluang (<i>Opportunity</i>)	(a)	(b)	(a x b)
Presence of the Bali & Beyond Travel Fair (BBTF)	0.08	3.00	0.24
Government support for advancing new tourism in Bali	0.13	3.00	0.39
Increasing number of foreign tourist visits to Bali	0.20	4.00	0.80
Tourism sector as a priority in the Medium-Term Development Plan (RPJM) 2020-2024	0.15	3.00	0.45
Jumlah			1.88
Ancaman (<i>Threats</i>)			
Proliferation of Online Travel Agents (OTAs)	0.20	4.00	0.80
Product or service differentiation by competitors	0.09	3.00	0.27
Increasing promotion in areas outside Bali	0.09	3.00	0.27
Emergence of illegal travel agents in Bali	0.06	2.00	0.12
Amount			1.46
Total	1.00		3.34

Source: Researcher & Interview Results

Tabel 4.2.3 Matriks Evaluasi SWOT

	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. Possesses the necessary licenses to establish a travel agency. 2. Has founders with experience in wholesaling hotels and tours. 3. Has a system supporting operational activities. 4. Maintains good relationships with business partners. 	<ol style="list-style-type: none"> 1. Limited number of employees. 2. Lack of product or service differentiation. 3. Insufficient promotion through social media and advertising.

	5. Offers high-quality products or services.	
Opportunities (O) <ol style="list-style-type: none"> 1. The Bali & Beyond Travel Fair (BBTF) program. 2. Government support for advancing new tourism in Bali. 3. Increasing number of international tourist arrivals in Bali. 4. Tourism sector is a priority in the Medium-Term Development Plan (RPJM) 2020-2024. 	Strengths-Opportunities (SO) <ol style="list-style-type: none"> 1. Expanding market share. 2. Developing and enhancing the company's products or services. 3. Maintaining and improving service to business partners. 	Weaknesses-Opportunities (WO) <ol style="list-style-type: none"> 1. Increasing promotion through social media and participating in relevant events. 2. Improving the company's management system.
Threats (T) <ol style="list-style-type: none"> 1. Proliferation of Online Travel Agents (OTAs). 2. Product or service differentiation by competitors. 3. Increased promotion in areas outside Bali. 4. Rise in illegal travel agents in Bali. 	Strengths-Threats (ST) <ol style="list-style-type: none"> 1. Establishing promotional strategies to address competition. 2. Enhancing trust among business partners and the public through travel agency licenses. 	Weaknesses-Threats (WT) <ol style="list-style-type: none"> 1. Increasing creativity and innovation to attract suppliers and buyers as business partners. 2. Improving technology for employee recruitment and business promotion.

The preparation of the SWOT matrix, as shown in the table above, results in alternative strategies such as:

1. Expanding Market Share (SO-1)
2. Developing and Enhancing the Company's Products or Services (SO-2)
3. Maintaining and Improving Service to Business Partners (SO-3)
4. Increasing Promotion through Social Media and Participating in Events (WO-1)
5. Improving the Company's Management System (WO-2)

6. Establishing Promotional Strategies to Address Competition (ST-1)
7. Increasing Business Partner and Public Trust through Travel Agency Licenses (ST-2)
8. Enhancing Creativity and Innovation to Attract Suppliers and Buyers as Business Partners (WT-1)
9. Improving Technology for Employee Recruitment and Business Promotion (WT-2)

The alternative strategies that PT Bali Sundaram can use are the SO strategies. According to Purwanto (2012), SO (Strengths-Opportunities) strategies are those used by companies to leverage or optimize their strengths to take advantage of various opportunities. The following is a description of SO strategies that PT Bali Sundaram can implement:

1. **Expanding Market Share** PT Bali Sundaram can expand its market share by participating in tourism-related events, such as the Bali & Beyond Travel Fair (BBTF). The BBTF program brings together business players like travel agents, hotels, and resorts. Through this program, PT Bali Sundaram can connect with other businesses in the travel industry. Additionally, as hotels and resorts are also present, it presents an opportunity for PT Bali Sundaram to establish partnerships with hotels and resorts that are not yet its business partners.
2. **Developing and Enhancing the Company's Products or Services** Given the emergence of many Online Travel Agents (OTAs) with similar products or services, the company needs to develop and enhance its offerings to compete effectively. PT Bali Sundaram already provides high-quality products or services, as evidenced by the variety of hotel room options, breakfast, and other facilities provided by suppliers. However, due to the numerous offers from OTAs, PT Bali Sundaram must innovate both in product/service offerings and in staying competitive.
3. **Maintaining and Improving Service to Business Partners** The travel agency business run by PT Bali Sundaram is supported significantly by business partners. Hotels and sub-agents have played crucial roles in its operations. Hotels provide room allocations with breakfast that PT Bali Sundaram sells to sub-agents, who then sell these to consumers. Maintaining good relationships with hotels and sub-agents involves offering the best service and handling complaints effectively. This ensures that PT Bali Sundaram, which has been working with hotels and villas since 2016, can consistently deliver high-quality products to its partners. The company aims to establish partnerships with more business partners and be a preferred choice for booking hotel rooms and breakfast.

Research Findings on PT Happy Trails Based on the data obtained from interviews with relevant sources, the following conclusions are made for PT Happy Trails:

1. PT Happy Trails, as one of the Tour & Travel companies in Bali, continually maintains good relationships with business partners.
2. PT Happy Trails implements a Focus strategy, concentrating on companies that want to organize gatherings, outings, meetings, or other major events.
3. PT Happy Trails requires at least 20 people for each corporate travel request.
4. They approach business partners to get opportunities to promote their products.
5. They offer tourism products suitable for large office events.
6. They provide free tourism offers to business partners who successfully introduce or sell PT Happy Trails products.

Research Findings on PT Harum Indah Sari Tours Based on the data obtained from interviews with relevant sources, the following conclusions are made for PT Harum Indah Sari Tours:

1. PT HIS applies a differentiation strategy by focusing solely on selling premium products.
2. Premium products offered by PT HIS include star-rated hotels, luxury villas, and high-standard restaurant partners.
3. The most prominent product is the Luxury Honeymoon package.
4. They use promotional strategies through partnerships with luxury hotels to target the right market.

CONCLUSION

Based on the research findings, PT. Bali Sundaram employs a strategy that emphasizes Cost Leadership, focusing on cost efficiency. This approach allows PT. Bali Sundaram to compete on price, offering travel opportunities to individuals with a budget-friendly system or by customizing travel details to fit their budget. In contrast, PT. Happy Trails implements a Focus strategy, concentrating solely on companies that wish to organize gatherings, outings, meetings, or other large events. Similarly, PT. Harum Indah Sari Tours employs a Differentiation strategy, focusing exclusively on selling premium products. **PT Bali Sundaram:** The SWOT analysis produces alternative SO (Strengths and Opportunities) strategies that the company can use. SO strategies are those that leverage the company's strengths to seize and maximize opportunities in the travel agent business. The first SO strategy is to expand market share, which can be achieved by participating in tourism-related events, such as the Bali & Beyond Travel Fair (BBTF), to establish partnerships with hotels and sub-agents not yet associated with PT. Bali Sundaram. The second strategy is to develop and enhance the company's products or services by innovating in product or service offerings to remain competitive with OTAs that provide various options to consumers. The third strategy is to maintain and improve service to business partners by providing substantial room allocations to hotels, offering the best deals on hotel rooms and breakfast to sub-agents, and ensuring 24/7 support for any issues sub-agents may encounter.

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