

ABSTRACT

This research as a purpose to formulate the appropriate business strategy for a company based on internal and external environment of the company. This research is a descriptive research with qualitative analysis approach and data collection questionnaire that tested quantitatively. The object of this research is Sari Ater Hotel & Resort which located in Subang in Jawa Barat. Three respondents were selected as sample by purposive sampling technique, they are the President Director, Operation Director, and Staff Director for Governance. Using source of triangulation was taken to test the validity of interview data. The formulation of strategy using three stages of formulating strategy, they are input stage which consist of IFE and EFE Matrix, then the matching stage which consist of IE Matrix and SWOT Matrix and the final step of the decision stage using the QSPM Matrix to make a final decision to choose the best.

Based on the score of IFE and EFE Matrix that related to IE Matrix put the company in the 5th quadrant with coordinate point (2,721;2,892). In this quadrant the best strategy to be done by the company is to hold and to maintain the company with two options of strategy, which is market penetration and product development.

The result of matrix IE will be analysed and tested using matrix QSPM. Priority strategy that has the biggest total score is market penetration with total attractiveness score of 5,617.

Key Words: Formulating of strategy, IFE and EFE Matrix, IE Matrix, SWOT Matrix, QSPM Matrix, input stage, matching stage, decision stage.