

Strategic Competitiveness Enhancement of a Local Business Hotel: A Data-Driven SWOT and QSPM Approach at Permata Hotel Bogor

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ABSTRACT

This study aims to formulate competitive strategies for Permata Hotel Bogor as a local business hotel in response to increasing competition and the ongoing digital transformation in the hospitality industry. The research adopts a mixed-method approach with a sequential exploratory design, combining qualitative insights, customer perceptions derived from online reviews, and quantitative strategic analysis. Data were collected through in-depth interviews, Focus Group Discussions (FGD), observation, and documentation. In addition, customer reviews were analyzed using R Studio through text mining and sentiment analysis to identify key issues, sentiment intensity, and their impact on customer satisfaction. The identified factors were then evaluated using IFAS and EFAS matrices, followed by SWOT analysis, and prioritized using the Quantitative Strategic Planning Matrix (QSPM). The findings show that strengthening digital marketing and optimizing Online Travel Agent (OTA) channels is the top priority strategy (TAS = 3.07), followed by market diversification (2.87) and facility modernization (2.68). Overall, this study highlights the importance of adopting a data-driven strategic approach to enhance competitiveness in the hospitality industry

INTRODUCTION

The hospitality industry plays an important role in supporting tourism development by providing accommodation, enhancing visitor experiences, and contributing to regional economic growth (Bakalo et al., 2025; Baydur, 2024; Ijatuyi et al., 2025; Santos, 2024; Thommandru et al., 2023; Yu, 2024). In recent years, the industry has shown strong recovery following the COVID-19 pandemic, accompanied by increasing competition and shifts in customer behavior driven by digital transformation.

Bogor, as one of the prominent tourism destinations in West Java, has experienced a significant increase in visitor numbers, leading to higher demand for accommodation services. However, this growth has also intensified competition, particularly among three-star hotels serving government, corporate, and leisure segments. In this increasingly competitive environment, hotels are expected not only to offer competitive pricing but also to deliver greater value through service quality, facility improvement, and continuous innovation.

Permata Hotel Bogor, as a local business hotel with a long-standing presence, is facing growing challenges in maintaining its competitive position. While the hotel benefits from a strategic location, strong customer loyalty, and consistent service quality, the emergence of newer hotels with more modern facilities, along with the rising influence of digital platforms, has created additional competitive pressure. These conditions indicate that relying solely on traditional strengths may no longer be sufficient without strategic adaptation.

In the digital era, customer decision-making is increasingly shaped by online reviews and digital platforms, particularly online travel agents (OTAs). These platforms not only function as distribution channels but also significantly influence customer perceptions and expectations. As a result, understanding customer perception through digital data has become an essential component in developing effective and relevant strategies.

Although SWOT analysis is widely used in hospitality research, many studies remain descriptive and lack integration with quantitative decision-making tools. In addition, only a limited number of studies incorporate customer perceptions derived from online reviews into the strategic formulation process.

Therefore, this study seeks to examine whether traditional strengths such as location and service quality remain sufficient, or whether a more data-driven strategic approach is required to sustain competitiveness. This study aims to develop a competitive strategy by integrating qualitative insights, digital customer perception analysis, and quantitative strategic tools, including IFAS, EFAS, SWOT, and QSPM.

Literature Review (Final Version)

1. Competitiveness in the Hospitality Industry

Competitiveness in the hospitality industry reflects an organization's ability to create superior value and maintain its position in an increasingly dynamic market (Kotler & Keller, 2021). In service-based industries, competitiveness is not determined solely by pricing strategies, but also by service quality, customer experience, and the ability to adapt to evolving market conditions. Recent studies highlight that competitiveness in the hospitality sector is increasingly influenced by digital transformation, continuous innovation, and a strong focus on customer-oriented strategies (Ivanov & Webster, 2024; Anguera-Torrell et al., 2023).

From a strategic perspective, competitiveness is closely linked to how organizations manage their internal resources while responding effectively to external pressures such as market competition and technological change (Porter, 1980; Barney, 1991). Although these perspectives are considered foundational, they remain highly relevant, as recent research confirms that sustainable competitive advantage in hospitality depends on the integration of internal capabilities with responsiveness to external market dynamics (Konstantinidis, 2024; Perdomo-Verdecia et al., 2024).

2. SWOT Analysis and Strategic Formulation

SWOT analysis is one of the most widely used strategic tools for identifying internal strengths and weaknesses, as well as external opportunities and threats (David & David, 2017). It provides a structured framework that helps organizations understand their current position and generate possible strategic alternatives.

However, SWOT analysis is often criticized for its subjective nature, particularly when it is not supported by systematic data analysis. Recent studies suggest that integrating SWOT with empirical data and quantitative approaches can significantly improve the reliability and

validity of strategic decision-making (Gurel & Tat, 2017; López et al., 2023). In the hospitality context, this approach has increasingly been combined with data-driven analysis to better capture actual market conditions and customer perceptions.

3. Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a strategic tool used to evaluate and prioritize alternative strategies based on their relative attractiveness (David & David, 2017). By assigning weights and attractiveness scores, QSPM allows organizations to identify the most appropriate strategy by considering both internal strengths and external conditions.

Recent research emphasizes the importance of combining QSPM with comprehensive environmental analysis to ensure more objective and evidence-based strategic decisions (Raza & Khan, 2023). The integration of SWOT and QSPM offers a more systematic approach, where SWOT is used to generate strategic alternatives, while QSPM helps determine which strategies should be prioritized.

4. Digital Customer Perception and Data-Driven Strategy

In the digital era, customer perception is increasingly shaped by online platforms, particularly online reviews and Online Travel Agents (OTA). Online reviews play a significant role in influencing customer decisions, as they reflect real experiences and expectations related to service quality and overall satisfaction (Xiang et al., 2015). More recent studies also show that digital reputation and online visibility have a strong impact on hotel performance and competitiveness (Hossain et al., 2023; Ramli, 2023).

The use of data analytics techniques, such as text mining and sentiment analysis, enables researchers to transform qualitative customer feedback into measurable indicators (Liu, 2012). This approach has been widely applied in recent hospitality research to analyze customer sentiment and identify key drivers of satisfaction and dissatisfaction (Thai, 2024).

Integrating digital customer perception into strategic analysis allows organizations to adopt a more objective and data-driven approach to decision-making, thereby improving the relevance and effectiveness of managerial strategies in highly competitive service environments.

METHOD

This study employed a mixed-methods approach with a sequential exploratory design to enhance analytical rigor. The approach integrated qualitative and quantitative methods to provide a comprehensive understanding of the research problem and ensure that strategic decisions were grounded in both empirical insights and measurable data.

Data Collection

Data were collected using several complementary techniques. First, in-depth interviews were conducted with both internal and external stakeholders to gain insights into operational conditions, service performance, and competitive dynamics. These interviews were further complemented by Focus Group Discussions (FGD), which were used to validate and refine the identified strategic factors.

In addition, direct observation and documentation were carried out to capture the actual condition of hotel facilities and operational practices. To enrich the analysis, customer reviews from Google Reviews were also utilized as a source of digital customer perception.

The interview guidelines were developed based on relevant theoretical frameworks, including competitiveness, customer satisfaction, and service quality. These frameworks guided the formulation of questions to ensure that key aspects such as service performance, customer experience, facility quality, and competitive positioning were systematically explored. By grounding the interview process in established theories, this study ensures that qualitative data are aligned with the analytical framework applied in the subsequent stages.

Customer Perception Analysis Using R Studio

Customer review data were analyzed using R Studio through text mining and sentiment analysis techniques. This analysis focuses on identifying the frequency of issues, measuring sentiment intensity (positive, negative, and neutral), and evaluating their potential impact on customer satisfaction.

The use of R Studio allows qualitative customer feedback to be transformed into measurable and objective indicators, thereby enhancing the reliability and rigor of the analysis. This approach also supports a more data-driven understanding of customer perception in the hospitality context.

Data Analysis Procedure

The data analysis process was carried out through several structured stages. First, qualitative data obtained from interviews, FGD, and customer reviews were analyzed using thematic analysis, which involves coding, categorization, and theme identification.

Next, an abstraction process was applied to transform raw findings into strategic factors. This process ensures that the identified factors are derived systematically from empirical data rather than based on subjective judgment.

The identified factors were then classified into internal and external categories based on criteria such as organizational control, resource ownership, and environmental conditions. Subsequently, these factors were evaluated using IFAS and EFAS matrices by assigning weights and ratings to determine their relative importance.

The results of IFAS and EFAS analysis were further used to determine the strategic position through the IE Matrix and to generate strategic alternatives using SWOT analysis. Finally, the Quantitative Strategic Planning Matrix (QSPM) was applied to prioritize the most appropriate strategies based on their Total Attractiveness Scores (TAS).

Research Design Integration

This sequential exploratory approach ensures that qualitative findings are systematically translated into quantitative strategic analysis. As a result, the study produces a more objective, structured, and data-driven strategy formulation process that is relevant to the current competitive dynamics of the hospitality industry.

RESULT AND DISCUSSION

Research Context and Urgency

Permata Hotel Bogor has been operating for more than three decades, evolving from a small lodging facility into a well-established three-star local business hotel with 157 rooms and 13 meeting rooms. This long-standing presence reflects strong brand recognition, particularly among government and corporate clients.

However, the hospitality industry in Bogor has become increasingly competitive, driven by the emergence of newer hotels with more modern facilities, shifting customer expectations,

and rapid digital transformation. While Permata Hotel Bogor benefits from its established reputation, strategic location, and strong customer loyalty, these advantages may no longer be sufficient to sustain competitiveness in the current market environment.

This condition indicates the need for a more adaptive and data-driven strategy. Therefore, this study is important not only to evaluate the current competitive position of the hotel but also to develop a strategic framework that integrates internal strengths, external challenges, and customer perception in order to enhance long-term competitiveness.

Competitive Positioning through Benchmarking Analysis

To better understand the competitive landscape, this study compares Permata Hotel Bogor with four comparable three-star hotels: Hotel Royal Juanda, Hotel Onih, The Mirah, and Grand Pangrango. The comparison focuses on key operational indicators, including occupancy rate (OCC), average room rate (ARR), and facility offerings.

The findings show that Permata Hotel Bogor recorded an average occupancy rate of 53.48%, placing it within a competitive range alongside Hotel Royal Juanda and Hotel Onih. In terms of pricing, the hotel adopts a mid-range positioning, with an average ARR of approximately IDR 531,145, reflecting a value-oriented strategy.

From a facility perspective, Permata Hotel Bogor demonstrates strong capabilities in MICE capacity and overall facility completeness. However, competitors such as The Mirah offer more modern design and updated facilities, creating a noticeable gap in terms of physical attractiveness and perceived quality.

These results suggest that Permata Hotel Bogor remains competitive in terms of performance and pricing.

Nevertheless, the hotel faces increasing pressure from competitors that emphasize modern facilities and visual appeal. This indicates that while operational performance remains relatively stable, improvement in physical facilities and innovation is necessary to strengthen overall competitiveness.

Customer Perception Analysis Using R Studio

Customer perception analysis was conducted using Google Reviews collected from July to December 2025, which were processed using R Studio through text mining and sentiment analysis techniques. A total of 148 opinion units were analyzed, resulting in 83.8% positive sentiment, 10.8% negative sentiment, and 5.4% neutral sentiment. These results indicate that, overall, customer perception of Permata Hotel Bogor is highly positive.

A more detailed analysis shows that the hotel's main strengths lie in service quality, strategic location, and cleanliness. In contrast, several weaknesses are consistently associated with room condition, maintenance, facilities, and overall comfort. This suggests that while intangible aspects—such as service performance and staff responsiveness—are perceived positively, tangible aspects related to physical facilities still require improvement.

These findings reinforce the concept of service quality, where customer satisfaction is influenced by both tangible and intangible dimensions. More importantly, they highlight a structural gap between strong service delivery and relatively weaker physical attributes, which may affect long-term competitiveness if not addressed strategically.

Benchmarking of Customer Perception

To provide a more comprehensive understanding, customer perceptions of competing hotels were also analyzed using the same R Studio approach, including Hotel Royal Juanda, Hotel Onih, The Mirah, and Grand Pangrango.

The results show that Permata Hotel Bogor demonstrates consistently positive sentiment across most service-related attributes, indicating stable service performance. The Mirah, however, stands out in terms of modern facilities and visual appeal, reflecting a stronger positioning in physical product quality. Meanwhile, Hotel Royal Juanda and Hotel Onih show more variation in customer perception, particularly in service consistency and facility conditions.

Grand Pangrango also presents generally positive customer perception, especially in terms of service and location. However, similar to Permata Hotel Bogor, several reviews point to issues related to facility conditions and maintenance. This suggests that physical quality remains a common challenge among comparable hotels in this segment.

Overall, this benchmarking analysis confirms that Permata Hotel Bogor's primary strength lies in service consistency, while its main competitive challenge is related to facility modernization. These findings provide important input for strategic formulation, particularly in balancing service excellence with physical product improvement.

Qualitative Findings from Interviews

Findings from both internal and external interviews provide deeper insights into the strategic position of Permata Hotel Bogor and complement the results obtained from quantitative analysis.

From the internal perspective, stakeholders consistently emphasize the hotel's strong service culture, which is reflected in personalized service and responsiveness to customer needs. In addition, the hotel's strength in the MICE segment and its long-term relationships with government clients are considered key competitive advantages that contribute to stable demand.

From the external perspective, customers generally report positive experiences, particularly in terms of service quality, strategic location, and overall comfort. However, several respondents also highlight the need for improvement in room conditions and physical facilities, indicating a gap between service performance and physical product quality.

Furthermore, industry perspectives point to broader challenges, including increasing competition, rapid digital transformation, and the risks associated with a high dependence on the government segment. These external insights confirm that the competitive environment is becoming more dynamic and requires strategic adaptation.

Overall, these qualitative findings reinforce the results of customer perception analysis and benchmarking, particularly in identifying the hotel's strengths in service performance and its weaknesses in facility-related aspects.

Abstraction Process and Strategic Factor Identification

The identification of strategic factors in this study was conducted through a systematic abstraction process to ensure analytical rigor and transparency.

This process began with the identification of raw data obtained from interviews, Focus Group Discussions (FGD), and customer reviews. The data were then coded to identify key issues, which were subsequently grouped into categories based on similarities in meaning.

These categories were further developed into broader themes, which were then abstracted into strategic factors.

The final stage involved classifying these factors into internal and external categories based on criteria such as organizational control, resource ownership, and environmental conditions.

This structured approach ensures that the SWOT factors are derived from empirical evidence rather than subjective judgment. As a result, the strategic analysis in this study is grounded in systematically processed data, enhancing the credibility and validity of the findings.

IFAS, EFAS, and IE Matrix Analysis

Based on the identified strategic factors, the IFAS and EFAS matrices were constructed to evaluate the internal and external conditions of Permata Hotel Bogor. The results show an IFAS score of 3.04, indicating strong internal capabilities, and an EFAS score of 2.36, reflecting moderate external pressure.

Table 1. IFAS Matrix of Permata Hotel Bogor

No.	Internal Factors	Type	Weight	Rating	Score
1.	Strategic location	S1	0.12	4	0.48
2.	Competitive pricing aligned with government budget standards	S2	0.13	4	0.52
3.	Flexible payment system for institutional clients	S3	0.08	3	0.24
4.	Long-term relationships and loyalty of government customers	S4	0.14	4	0.56
5.	Friendly and responsive service	S5	0.10	3	0.30
6	Food quality and MICE meeting facilities	S6	0.08	3	0.24
7	Inconsistent hot water in guest rooms	W1	0.07	2	0.14
8	Physical modernization and facility design not yet optimal compared to newer hotels	W2	0.12	2	0.24
9	Limited diversification of market segments	W3	0.10	2	0.20
10	Limited innovation in technology-based facilities	W4	0.06	2	0.12
Total			1.00		3.04

Source: Processed by the author based on research data (2026)

The IFAS matrix indicates that Permata Hotel Bogor possesses strong internal capabilities, as reflected by the total score of 3.04. The key strengths are primarily associated with its strategic location, competitive pricing aligned with government standards, and strong customer loyalty from the government segment. In addition, service quality and MICE-related facilities also contribute positively to the hotel's internal position.

However, several internal weaknesses are also identified, particularly related to the condition of physical facilities, limited technological innovation, and lack of market diversification. These weaknesses suggest that although the hotel performs well in service-related aspects, improvements in physical and technological dimensions are necessary to sustain competitiveness.

Table 2. EFAS Matrix of Permata Hotel Bogor

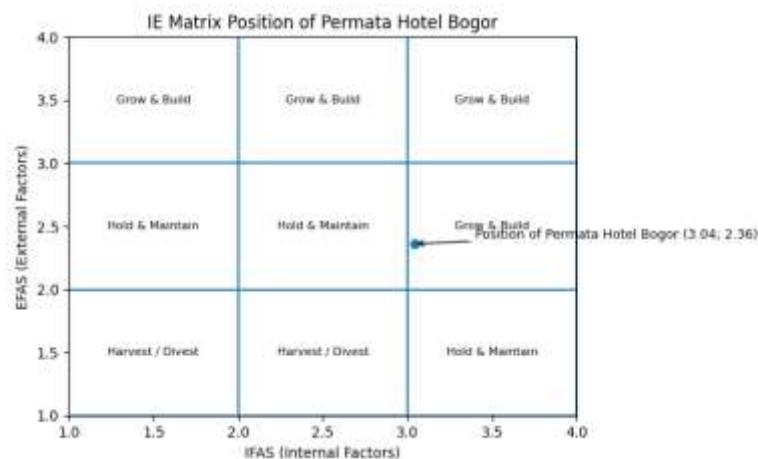
No.	External Factors	Type	Weight	Rating	Score
1.	Market diversification beyond government segment	O1	0.10	3	0.30

2.	Collaboration with educational institutions and communities	O2	0.08	3	0.24
3.	Customer loyalty through relationship marketing	O3	0.09	3	0.27
4.	Strengthening digitalization and OTA management optimization	O4	0.12	2	0.24
5.	Potential growth of family and local staycation segments	O5	0.09	3	0.27
6.	Decrease in occupancy due to government budget efficiency policies and travel restrictions	T1	0.18	2	0.36
7.	Price competition among hotels	T2	0.10	2	0.20
8.	Emergence of newer and more modern hotels	T3	0.14	2	0.28
9.	Growth of alternative accommodations (villas, guest houses, Airbnb)	T4	0.06	2	0.12
10.	Changes in customer preferences toward technology-based services	T5	0.04	2	0.08
Total			1.00		2.36

Source: Processed by the author based on research data (2026)

The EFAS matrix results indicate that Permata Hotel Bogor operates under moderate external pressure, with a total score of 2.36. Several opportunities can be identified, including market diversification beyond the government segment, collaboration with educational institutions and communities, and the growing potential of family and local staycation markets.

On the other hand, the hotel also faces significant external threats, particularly due to government budget efficiency policies that affect occupancy levels, increasing price competition among hotels, and the emergence of newer hotels with more modern facilities. In addition, the growth of alternative accommodations and the shift in customer preferences toward technology-based services further intensify the competitive environment.



Picture 1. IE Matrix Position of Hotel Permata Bogor

Source: Processed by the author based on IFAS and EFAS analysis (2026)

Based on the IFAS score of 3.04 and EFAS score of 2.36, Permata Hotel Bogor is positioned in the “Grow and Build” quadrant of the IE Matrix. This indicates that the hotel has strong internal capabilities while operating in a moderately challenging external environment.

This position suggests that the hotel should focus on growth-oriented strategies, particularly by strengthening digital marketing, expanding its market segments, and gradually

improving its physical facilities. The findings also highlight the importance of balancing strong service performance with continuous enhancement of tangible aspects to sustain long-term competitiveness.

SWOT Analysis

Building on the results of the IFAS, EFAS, and IE Matrix analyses, the SWOT analysis provides a more integrated view of the internal and external conditions of Permata Hotel Bogor.

The SWOT analysis indicates that Permata Hotel Bogor possesses several strong internal advantages, particularly in service quality, strategic location, and customer loyalty. These strengths reflect the hotel’s ability to deliver consistent service performance and maintain long-term relationships, especially within the government segment.

However, the analysis also highlights several internal weaknesses, mainly related to the condition of physical facilities and the limited adoption of technological innovation. These findings suggest that while the hotel performs well in intangible service elements, improvements in tangible aspects are still needed.

From an external perspective, the hotel operates in an increasingly competitive environment shaped by the emergence of newer hotels, rapid digital transformation, and changing customer expectations. These conditions present both challenges and opportunities, particularly in terms of expanding market reach and enhancing digital presence.

A key insight from this analysis is that sustaining competitiveness requires a balanced approach between maintaining service excellence and improving physical facilities. This balance becomes critical in ensuring that the hotel remains relevant in a market where both experiential quality and physical attributes are increasingly valued by customers.

Overall, the SWOT analysis not only highlights the key strengths and challenges faced by the hotel, but also provides a structured basis for formulating strategic alternatives. These alternatives are further evaluated and prioritized using the Quantitative Strategic Planning Matrix (QSPM).

The strategic alternatives derived from the SWOT analysis are summarized in Table 3. These strategies are formulated by integrating internal and external factors to support the development of competitive strategies for Permata Hotel Bogor.

Table 3. SWOT Matrix of Permata Hotel Bogor

	Opportunities (O)	Threats (T)
Strengths (S)	SO Strategies <ul style="list-style-type: none"> • Enhance digital promotion leveraging strategic location • Develop staycation and family packages • Utilize government customer loyalty to expand market reach • Strengthen MICE and event packages 	ST Strategies <ul style="list-style-type: none"> • Strengthen relationship marketing with government clients • Maintain competitive pricing strategy • Enhance service quality as differentiation • Optimize corporate services and payment flexibility
Weaknesses (W)	WO Strategies <ul style="list-style-type: none"> • Introduce technology-based facility innovations • Strengthen digital marketing and OTA optimization • Improve facility design and quality gradually 	WT Strategies <ul style="list-style-type: none"> • Diversify market segments beyond government • Accelerate facility innovation and digital transformation • Improve room quality to reduce complaints

• Develop partnerships with institutions and communities

• Strengthen hotel branding and positioning

Source: Processed by the author based on IFAS and EFAS analysis (2026)

As shown in Table 3, the SWOT matrix generates a range of strategic alternatives across four categories: SO, WO, ST, and WT strategies. Among these, strategies related to digital marketing enhancement, market diversification, and facility improvement appear consistently across different combinations, indicating their strategic importance. These alternatives are further evaluated and prioritized using the Quantitative Strategic Planning Matrix (QSPM).

QSPM and Strategy Prioritization

The final stage of the analysis applies the Quantitative Strategic Planning Matrix (QSPM) to determine the most appropriate strategic priorities based on the identified internal and external factors.

Table 4. QSPM Results (Strategy Prioritization)

Strategy	Total Attractiveness Score (TAS)	Rank
Strengthening Digital Marketing and OTA Optimization	3.07	1
Market Diversification beyond Government Segment	2.87	2
Facility Modernization and Technological Innovation	2.68	3

Source: Processed by the researcher based on IFAS and EFAS matrices (2026)

The results indicate that strengthening digital marketing and optimizing Online Travel Agent (OTA) channels is the top priority strategy, with the highest Total Attractiveness Score (TAS = 3.07). This is followed by market diversification beyond the government segment (TAS = 2.87), while facility modernization and technological innovation rank third (TAS = 2.68).

These findings suggest that improving digital visibility and optimizing online distribution channels are currently the most critical actions for enhancing competitiveness. In particular, the prominence of digital marketing reflects the growing influence of digital platforms in shaping customer decision-making within the hospitality industry.

In addition, this strategy directly responds to several key external challenges identified in the EFAS analysis, including changing customer preferences toward technology-based services and increasing price competition. At the same time, it supports the need to reduce dependence on the government segment by expanding market reach through digital channels.

Overall, the prioritization results confirm that a data-driven and digitally oriented strategy is essential for strengthening the competitive position of Permata Hotel Bogor. While improvements in facilities remain important, the findings highlight that optimizing digital presence and market reach should be addressed as the primary strategic focus.

Discussion

The findings of this study demonstrate that competitiveness in the hospitality industry is increasingly shaped by digital transformation and evolving customer behavior. In this context, traditional strengths such as service quality and customer loyalty, while still important, are no longer sufficient on their own to sustain long-term competitiveness.

For Permata Hotel Bogor, the results indicate that maintaining and strengthening its competitive position requires a more balanced and adaptive strategy. This includes enhancing digital presence, diversifying market segments beyond the government sector, and gradually

improving physical facilities to meet evolving customer expectations. These strategic directions are closely aligned with the results obtained from IFAS, EFAS, and QSPM analyses.

In addition, the integration of customer perception analysis using R Studio provides a more objective and data-driven understanding of customer experience. By transforming qualitative feedback into measurable indicators, this approach reduces subjectivity and strengthens the reliability of the strategic analysis.

Overall, this study confirms that a data-driven strategic approach—combining qualitative insights, benchmarking analysis, and quantitative tools—is essential for developing effective and relevant strategies in the hospitality industry. This approach not only enhances analytical rigor but also ensures that strategic decisions are grounded in actual market conditions and customer perceptions.

Strategic Implementation Roadmap

Based on the prioritized strategies identified through the QSPM analysis, this study also proposes a strategic implementation roadmap to support practical application. This roadmap is designed to ensure that the recommended strategies can be implemented in a structured and realistic manner, aligned with both internal capabilities and external market conditions.

The implementation framework emphasizes strengthening digital marketing and optimizing Online Travel Agent (OTA) channels as the primary strategy, followed by market diversification and gradual improvement of physical facilities.

In the short term, the strategy focuses on enhancing digital visibility by improving content management, search engine optimization (SEO), and active engagement across OTA platforms. This includes optimizing hotel profiles, managing customer reviews, and strengthening online reputation to increase visibility and customer trust.

In the medium term, the focus shifts toward expanding market segments beyond the government sector, particularly targeting corporate and leisure markets. This can be achieved through targeted digital campaigns, partnerships, and promotional strategies that leverage the hotel's existing strengths while reaching new customer segments.

In the long term, the strategy involves gradual facility modernization and the integration of technological innovations to meet evolving customer expectations and industry standards. This step is essential to ensure that improvements in service quality are supported by enhanced physical and technological attributes.

Overall, this phased implementation roadmap provides a practical guideline for translating strategic priorities into actionable steps. The inclusion of this roadmap strengthens the practical contribution of the study by bridging the gap between strategic formulation and real-world execution.

CONCLUSION

This study aimed to formulate competitive strategies for Permata Hotel Bogor as a local business hotel using a mixed-methods approach with a sequential exploratory design. The findings highlighted several key insights.

First, the analysis showed that the hotel possessed strong internal capabilities, particularly in competitive pricing, service quality, and customer loyalty within the government segment. However, it still faced key internal challenges, especially in limited market

diversification, facility modernization, and technological innovation. From an external perspective, opportunities emerged from digital transformation and the growth of non-government market segments, while threats included government budget efficiency policies and increasing competition from newer hotels with more modern facilities.

Second, the Internal–External (IE) Matrix positioned the hotel in the “Grow and Build” quadrant, indicating sufficient internal strength to pursue development-oriented strategies by leveraging existing advantages while adapting to external pressures. Third, the SWOT and Quantitative Strategic Planning Matrix (QSPM) analyses identified three main strategic priorities: strengthening digital marketing and optimizing online travel agent (OTA) channels as the primary strategy, followed by market diversification beyond the government segment, and gradual facility modernization and technological improvement. Overall, the findings suggested that sustaining competitiveness required a shift toward a more data-driven and adaptive strategic approach, particularly through integrating digital capabilities with continuous service and facility enhancement.

This study contributed to strategic management literature by demonstrating the value of integrating traditional strategic tools, such as SWOT and QSPM, with digital customer perception analysis. The use of RStudio for online review analysis provided a more objective, data-driven basis for identifying strategic factors, thereby reducing the subjectivity often associated with conventional SWOT analysis. From a managerial perspective, the findings suggested that Permata Hotel Bogor should prioritize strengthening digital marketing and optimizing OTA channels to enhance visibility and reduce dependence on the government segment. Market diversification should also be pursued to expand customer segments, particularly in corporate and leisure markets. In addition, facility modernization and technological improvements needed to be implemented gradually to support overall customer experience.

The proposed strategic implementation roadmap further highlighted the importance of aligning short-term digital initiatives with long-term development strategies, ensuring that strategic actions remained practical and sustainable. This study had several limitations. First, it focused on a single case study, which limited the generalizability of the findings. Second, although non-financial aspects such as service quality and customer perception were considered, they were primarily analyzed descriptively and not measured using standardized quantitative instruments. Future research is recommended to expand the scope by incorporating additional variables such as customer satisfaction, service quality, and customer loyalty using quantitative measurement tools. Moreover, comparative studies across multiple hotels or different geographic contexts would provide a broader understanding of competitiveness in the hospitality industry.

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