

ABSTRACT

This research is motivated by the problems related to the development of tourism industry in Batam City, that internal and external factors from Batam tourism influence to the development of tourism industry of Batam city. There are three stages in this research that is input stage, matching stage and decision stage. The input stage is performed using three strategic management tools ie IFE, EFE and CPM matrices. Matching stage performed three tool of strategy formulation that is SWOT matrix, IE matrix and grand strategy matrix. Decision stage using QSPM as a tool that will determine the best strategy.

The method used is mixed method using sequential exploratory design. Sampling is done by purposive sampling method with the number of resource persons as much as 3 people. In this study used the test credibility (internal validity) and transferability (external validity) through triangulation to test the instrument interview.

Weighting and rating on aids using AHP techniques will ultimately result in a pairwise comparison matrix. The result of input stage analysis shows total score on IFE matrix of 2,832; EFE matrices of 2.369 and CPM of 3.743 and 2.749. The results of matching stage analysis show strategies that can be applied in accordance with SWOT matrix analysis, namely: market penetration, market development, product development, forward integration, joint venture, and position in quadrant V on IE matrix and competitive position in quadrant I for internal competition Country and quadrant II for foreign competition on the grand strategy matrix. The result of decision stage analysis shows that there are two alternative strategies for Batam tourism, namely market penetration strategy and product development. The best strategy chosen based on QSPM analysis for Batam tourism is market penetration strategy with total score of 6,903.

Keyword: Strategic Management, AHP, QSPM, IFE, EFE. Pairwise Comparison.