

Business Development Strategy Analysis Using the BCG Matrix at Griya Inayah Syariah Lodging Bandar Lampung

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Abstract. *Tourism in Indonesia has become a strategic sector in the national economic system that contributes greatly to state revenue. The high mobility of people or tourists in Bandar Lampung City has an impact on the increasing need for lodging services to rest. Currently, lodging service companies in Bandar Lampung have a large number of economy class hotels to stars. This study aims to determine the position of the Boston Consulting Group (BCG) Matrix quadrant and the strategies that can be used by Penginapan Griya Inayah based on the results of the Boston Consulting Group matrix. The research method used is a qualitative research method with a descriptive approach. Data analysis techniques are carried out by measuring market growth rates, measuring relative market share, and creating a Boston Consulting Group (BCG) Matrix based on the results of TPP and PPR calculations. The results of this study are known based on the Boston Consulting Group matrix that Penginapan Griya Inayah Syariah is in quadrant III, namely cash cow, it is known that the market growth rate of Penginapan Griya Inayah Syariah was recorded at 8.7%, which is included in the low market growth category. At the same time, the relative market share owned by Penginapan Griya Inayah Syariah was 1.07 times in 2022 and increased to 1.1 times in 2023. The right strategy to use in this cash cow quadrant position is to harvest (Harvest) or in other words, the harvest strategy aims to utilize the business unit or product as optimally as possible. There are several strategies that must be implemented by Penginapan Griya Inayah Syariah in order to increase the market growth of Penginapan Griya Inayah Syariah.*

Keywords: *Business Strategy, Boston Consulting Group Matrix, Lodging*

INTRODUCTION

Tourism in Indonesia has become a strategic sector within the national economy, contributing significantly to the country's revenue. As a national strategic sector, tourism creates a multiplier effect, directly through job creation in the tourism sector and indirectly by stimulating the growth of supporting economic activities such as accommodation, restaurants, and currency exchange services. One of the industries closely linked to tourism is the hospitality and accommodation sector. The hotel industry forms an inseparable part of tourism, as hotels would struggle without tourism activities, and tourism without accommodation services is impossible. Investing in property assets is one of the most profitable investments, as the value of property tends to grow in the long term, with house and land prices increasing by around 10% to 20% annually. This is due to the ever-growing demand for housing, rising population, and limited land availability. Another advantage of property investment is that it can serve

as a residence or be rented out, converted into guest houses, boarding rooms, or other accommodations.

With the rapid development of the current era, the need for lodging has become crucial for both the upper and lower economic classes. As a result, a new concept of lodging has emerged, known as guest houses. A guest house is a type of accommodation built for temporary lodging, differing from hotels in that it usually offers daily or monthly room rentals. The concept is similar to boarding houses but with the addition of cleaning staff and hotel-like facilities at more affordable rates. Guest houses, also referred to as lodging houses, are a type of accommodation that can be owned by a company or institution for guests who stay and receive meals and beverages. In recent developments, guest houses can also be privately owned and managed commercially. In their original sense, guest houses offer simpler facilities compared to hotels.

Bandar Lampung, as the capital of Lampung Province, is a transit hub for vehicles traveling between Sumatra and Java. Aside from being a major transit route, Bandar Lampung also serves as an access point for tourists visiting various destinations. The high mobility of people and tourists in the city has increased the demand for lodging services. The hospitality industry in Bandar Lampung is diverse, ranging from budget hotels to luxury accommodations. As a business, lodging services not only provide a place for visitors to rest but also contribute significantly to the local economy. One notable guest house in Bandar Lampung is Griya Inayah Syariah. The guest house is situated along a tourist route and near the city center. Griya Inayah offers a semi-homestay concept, providing complete homestay-like facilities with hotel-style services. It offers both daily and monthly rentals, with 29 rooms available in four different types: standard, superior, suite, and family rooms. The guest house is equipped with facilities such as queen beds, study desks, LED TVs, mini refrigerators, and air conditioning, among others. Daily rental rates range from Rp. 200,000 to Rp. 400,000 per night, while monthly rentals range from Rp. 2,000,000 to Rp. 5,000,000 per month. Griya Inayah has also partnered with several travel agencies like Traveloka and tiket.com to increase its visibility and attract more customers.

According to data from the Central Bureau of Statistics (2023), Griya Inayah Syariah ranks ninth among its competitors, with an occupancy rate of 24%, slightly below the industry average of 28%. Applying the Boston Consulting Group (BCG) matrix can provide insights into Griya Inayah's market position and help formulate effective strategies to enhance its competitiveness and increase occupancy rates. The BCG matrix evaluates a business based on its relative market share and growth rate, allowing Griya Inayah to determine its position as either a "Star," "Question Mark," "Cash Cow," or "Dog" within the hospitality industry. This analysis is essential for making data-driven decisions to improve the business's success and long-term growth potential.

LITERATURE REVIEW

Strategic Management

Strategic management first gained prominence in the 1950s and became widely discussed between the mid-1960s and mid-1970s. According to Fred R. David (2011), strategic management is the art and knowledge of formulating, implementing, and evaluating cross-functional decisions to help an organization achieve its goals. Bambang (2003) highlights that it is a systematic process designed by management to formulate, execute, and evaluate strategies for providing optimal value to customers. Pearce and

Robinson (2014) define it as decisions and actions resulting from formulating and implementing plans to achieve company objectives. According to Gluech (2016), it encompasses decisions that formulate strategies to help achieve corporate goals.

Competitive Advantage

Competitive advantage is a long-term process that utilizes available resources to create value-added products, as defined by Schwarzl and Grabowska in Juli Ismanto (2020). According to Hunger and Wheelen in Aprizal (2018), it involves strategies that distinguish a company from its competitors, such as low-cost leadership and differentiation. Grant (2018) explains that competitive advantage is achieved when a company generates higher profits compared to its rivals. Kotler in Arianty (2016) classifies competition into brand, industry, form, and general competition. Dranove & White in Diab (2014) outline indicators such as cost, flexibility, delivery, and quality.

Boston Consulting Group (BCG) Matrix

The Boston Consulting Group (BCG) Matrix is a strategic tool developed by Bruce Henderson in 1970 to help companies analyze their business units or product lines. It is widely used for optimizing portfolio management and resource allocation by assessing a company's market share and market growth. The matrix is divided into four quadrants: Dog, Question Mark, Star, and Cash Cow. Each represents a different combination of market share and growth, allowing businesses to understand which products require more investment, which generate steady cash flow, and which may need to be divested. Products in the Dog quadrant, for instance, have low market share in slow-growing markets, often making them unprofitable, while those in the Cash Cow quadrant are characterized by a high market share in a slow-growing market, offering stable returns with minimal investment.

Despite its utility, the BCG Matrix has some limitations. It assumes that market growth is the sole indicator of market attractiveness and that a high market share always correlates with profitability, which may not always be the case. Additionally, the framework oversimplifies complex market conditions and may lead to biased decision-making if used in isolation. Other factors, such as synergy between business units and the industry's life cycle, should also be considered for a more holistic strategic analysis. Nonetheless, the BCG Matrix remains a widely recognized model for helping companies manage their product portfolios and make informed investment decisions.

Types and Classifications in the Hospitality Industry

According to Bagyono (2012), hotels are commercially and professionally managed accommodations that offer lodging, food, and other services. Hotels can be classified into several categories: by room size, with small hotels having fewer than 100 rooms and large hotels exceeding 300; by guest type, such as family or business; by guest stay duration; by location, including mountain or beach hotels; by operational season, either year-round or seasonal; by room rates; by star ratings, from one to five stars; and by pricing plans, like European Plan, which includes only the room cost.

RESEARCH METHOD

Type of Research

The research uses a qualitative descriptive method, focusing on analyzing data in the form of words, narratives, or sentences. According to Moleong (2004), qualitative

research emphasizes a holistic analysis through direct observation and interviews. Bailey (1982) defines qualitative descriptive research as aiming to provide detailed descriptions of phenomena, with systematic and factual insights (Sugiyono, in Suropto, 2020).

Data Source and Data Collection Technique

This research uses both primary and secondary data sources. Primary data is collected directly through field observations and interviews with company representatives knowledgeable about product marketing strategies. Secondary data, on the other hand, is gathered from literature reviews, previous research, books, and other relevant sources to support theoretical frameworks. Sugiyono (2016) emphasizes the importance of structured interviews, where prepared questions are based on BCG analysis. Observation is used to objectively assess Griya Inayah's conditions, while documentation, as per Sugiyono (2016), records past events to substantiate interview findings.

Population and Sample

The population in this study refers to the owner of Griya Inayah Syariah in Bandar Lampung, as per Sugiono (2012), who defines a population as the generalization area consisting of subjects with specific characteristics. The sample is the same owner, representing the needed data for the research.

Data Analysis Technique

The data analysis technique employed in this research is descriptive statistics. Sugiyono (2016) explains that descriptive statistics analyze data by describing or presenting the collected data as it is, without intending to make conclusions or generalizations. Additionally, Kotler in Sauqi (2021) highlights that the Boston Consulting Group (BCG) analysis method classifies business units based on market growth and relative market share to determine strategic business planning. In this study, BCG Matrix is applied by comparing occupancy reports of Griya Inayah Syariah with its competitors over the past two years (2022 and 2023).

Furthermore, the validity of qualitative research data is ensured through triangulation, as discussed by Rifai (2019). Triangulation involves cross-checking data from various sources, times, and methods to confirm its accuracy. Patton in Rifai (2019) identifies four types of triangulation: data triangulation (using multiple sources like interviews, documents, and observations), observer triangulation (involving advisors as observers for feedback), theory triangulation (analyzing themes from different theoretical perspectives), and method triangulation (employing multiple data collection methods, such as interviews and observations, to enhance reliability).

RESULTS AND DISCUSSIONS

Overview of Research Object

Griya Inayah Syariah was established in 2010 in Bandar Lampung as a family business. Initially operating as a mid-range boarding house, it expanded into an inn with 29 rooms, categorized into four types: standard, superior, suite, and family rooms. The facilities include a queen bed, LED TV, refrigerator, mini kitchen, AC, and water heater. The daily rates range from Rp. 200,000 to Rp. 400,000, while monthly rates range from Rp. 2,000,000 to Rp. 5,000,000. Griya Inayah Syariah has partnered with travel agents like

Traveloka and tiket.com. The organizational structure is simple, with the owner supported by housekeeping and security (Researcher Interview, 2024).

Analysis of Growth Level of Griya Inayah Syariah Lodging in Bandar Lampung City

Griya Inayah Syariah is one of several accommodation options in Teluk Betung, Bandar Lampung, competing with Bintang Guest House, RedDoorz Plus Permata, and GS Lampung Culture. Despite having a lower rating on Traveloka (8.4) compared to its competitors—Bintang Guest House (8.7), RedDoorz Plus Permata (8.8), and GS Lampung Culture (8.6)—Griya Inayah's revenue in 2022 and 2023 surpasses RedDoorz and GS Lampung Culture, although it remains below Bintang Guest House. In 2023, Griya Inayah Syariah's revenue reached Rp 611,608,284, securing a 26.80% market share, positioning it second in the market. Bintang Guest House leads with Rp 869,130,792 in revenue and a 38.20% market share, followed by RedDoorz with a 20.80% share, and GS Lampung Culture with 14.20%. These figures highlight significant competition, particularly between Griya Inayah and Bintang Guest House, while GS Lampung Culture lags far behind (Dispar, 2024; Research Data, 2024).

Analysis of Market Growth Rate of Griya Inayah Syariah Accommodation in Bandar Lampung City

The market growth rate is used by Griya Inayah Syariah as an indicator to forecast market conditions annually. In the Boston Consulting Group (BCG) matrix, market growth helps determine the position within the matrix. This determination is based on analyzing the percentage change in revenue or sales volume over the past two years. By calculating the percentage increase in sales, the growth rate of Griya Inayah Syariah can be classified as high or low. The 2022 and 2023 revenue data from Griya Inayah Syariah and its competitors, Bintang Guest House, RedDoorz Plus Permata, and GS Lampung Culture, are essential for an accurate market analysis. The market growth rate for Griya Inayah Syariah was calculated based on the difference between its revenue in 2023 and 2022. In 2023, the revenue was Rp 611,608,284, while in 2022, it was Rp 562,506,784. The increase in revenue amounted to Rp 49,101,500. This represents a growth of 8.7% from the previous year. While the growth rate is considered moderate, it still shows a positive trend in revenue from one year to the next. Thus, Griya Inayah Syariah's market growth rate for 2023 is 8.7%, indicating a modest but noteworthy increase in revenue compared to 2022 (Dispar, 2024).

Analysis of Relative Market Share of Griya Inayah Syariah Lodging in Bandar Lampung City

The analysis of relative market share for Griya Inayah Syariah shows its competitive position in the Bandar Lampung market compared to its rivals, Bintang Guest House, RedDoorz Plus Permata, and GS Lampung Culture. In 2022, Griya Inayah Syariah recorded a relative market share of 1.07, indicating that it held a larger market share than the average of its competitors. The growth in market share from 2022 to 2023, although modest at 0.03 points, signifies a positive trend in market expansion and a strengthening competitive position. The results demonstrate that Griya Inayah Syariah consistently outperforms its competitors in terms of revenue, securing a dominant position in the market. This continued improvement highlights the potential for further growth and market leadership in the local hospitality industry.

Analysis of Boston Consulting Group (BCG) Matrix Position of Griya Inayah Syariah Lodging in Bandar Lampung City

The Boston Consulting Group (BCG) matrix analysis of Griya Inayah Syariah reveals its positioning in the Cash Cow quadrant. In 2022, the relative market share reached 1.07, surpassing competitors, and increased slightly to 1.1 in 2023, indicating strong market dominance.

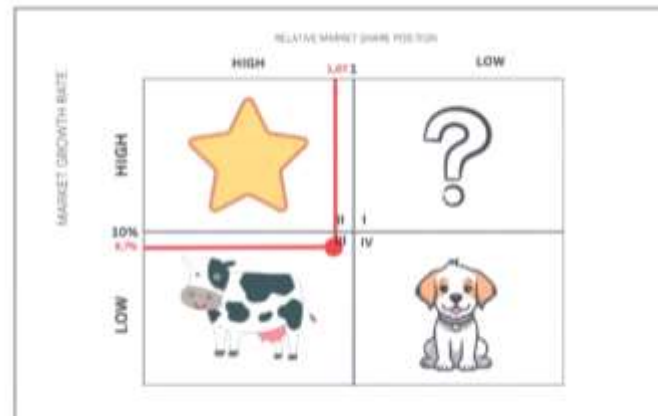


Figure 1. Boston Consulting Group Matrix Griya Inayah Accommodation 2022

However, the market growth rate remains low at 8.7%, suggesting that while the revenue grows steadily, the overall market is not expanding rapidly.

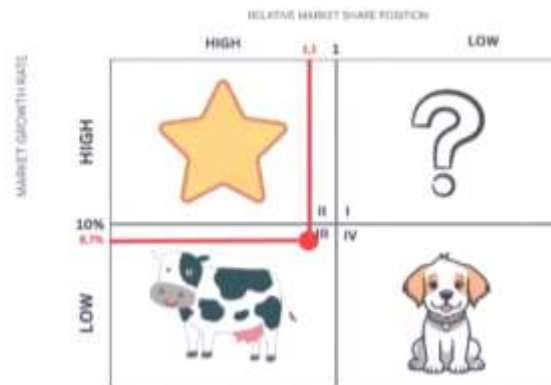


Figure 2. Boston Consulting Group Matrix Griya Inayah Accommodation 2023

Despite this, Griya Inayah Syariah maintains a solid position with a high relative market share compared to its competitors. The Cash Cow classification means that although the market is not growing rapidly, the business continues to generate stable revenues and plays a vital role in profitability. This balance between a strong market position and slow growth highlights the inn's ability to sustain financial performance, even in a relatively stagnant market.

Strategies That Can Be Implemented by Griya Inayah Syariah Lodging

Based on the BCG matrix analysis, Griya Inayah Syariah is positioned in the Cash Cow quadrant. The recommended strategy is to adopt a "Harvest" approach, where the focus is on maximizing profits with minimal investment. This entails reducing or stopping

additional investments while optimizing cash flow. Griya Inayah Syariah has already implemented business development strategies in line with this approach, such as using technology for automated check-ins, managing reservations, and offering customer services through online platforms like Traveloka. This reduces operational costs and increases efficiency. Furthermore, small facility upgrades and additional services, such as laundry and entertainment options, help maximize revenue.

To remain competitive, Griya Inayah Syariah must focus on digital marketing, enhancing online visibility through SEO, and offering promotional packages that cater to various customer segments. Providing exceptional customer experiences through consistent service quality, such as offering clean accommodations, friendly staff, and complementary services, is crucial for guest satisfaction. Building partnerships with local businesses can also enhance value for guests by offering bundled services or discounts. Additionally, encouraging guest reviews and maintaining a strong online reputation are important for attracting new customers. Continuous staff training ensures a high level of service, enhancing overall guest experiences and long-term business sustainability.

CONCLUSIONS AND SUGGESTIONS

Based on the research findings, Griya Inayah Syariah's market growth rate is 8.7%, indicating a low growth market. However, its relative market share increased from 1.07 in 2022 to 1.1 in 2023, placing the inn in the "Cash Cow" quadrant of the BCG matrix. This signifies that while market growth is low, the relative market share remains high, indicating the potential to generate significant profits with minimal investment. The recommended strategy for this position is "harvest," where Griya Inayah Syariah should focus on maximizing profits while reducing further investment. The inn can achieve this by improving operational efficiency, lowering costs, and enhancing service quality to optimize the advantages of the cash cow position. Additionally, proper financial management and price adjustments are essential to maintain profitability in the long run. Efforts to boost market growth should also be considered to ensure business sustainability.

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