

TABLE OF CONTENTS

ACKNOWLEDMENT	i
TABLE OF CONTENTS	ii
TABLE LIST	v
FIGURE LIST	vi
APPENDICE LIST	vii
ABSTRACT	viii
CHAPTER 1	1
INTRODUCTION.....	1
1.1 <i>Background.....</i>	<i>1</i>
1.2 <i>Problem Statement.....</i>	<i>5</i>
1.3 <i>Research Question</i>	<i>6</i>
1.4 <i>Purpose Statement</i>	<i>6</i>
1.5 <i>Research Contribution</i>	<i>7</i>
1.6 <i>Research Scope.....</i>	<i>7</i>
1.7 <i>The systematics of writing</i>	<i>8</i>
CHAPTER 2	10
LITERATURE REVIEW	10
2.1 <i>Theoretical Background</i>	<i>10</i>
2.1.1 <i>Key Success Factors</i>	<i>10</i>
2.1.2 <i>Driving Factors</i>	<i>11</i>
2.1.3 <i>VRIO.....</i>	<i>12</i>
2.1.4 <i>SWOT.....</i>	<i>14</i>

2.1.5 Ecotourism.....	15
2.2 Research Framework	17
2.3 Previous Study	17
CHAPTER 3	20
RESEARCH METHODS.....	20
3.1 Research Design.....	20
3.2 Data Collection.....	21
3.3 Research Instrument	21
3.4 Data Analysis Method	22
3.5 Company Profile	22
CHAPTER 4.....	25
RESULT AND DISCUSSION	25
4.1 Data Description.....	25
4.2 Industry Characteristic.....	27
4.2.1 Market Size and Growth	27
4.2.2 Key Players	34
4.2.3 Market Segments	38
4.2.4 Customer Preferences and Emerging Trends in the Tourism Industry.....	49
4.2.5 Technological Change	57
4.3 External Analysis.....	61
4.3.1 Key Success Factors.....	61
4.3.2 Driving Forces	70
4.4 Internal Analysis.....	76
4.4.1 VRIO Analysis	77
4.5 Swot Analysis	90

4.5.1 Strength.....	90
4.5.2 Weakness	92
4.5.3 Opportunities	94
4.5.4 Threat.....	96
4.6 <i>Strategic Recommendation</i>	97
4.6.1 Quick Fix	97
4.6.2 Short Term.....	100
4.6.3 Long-term	103
CHAPTER 5	106
CONCLUSION AND LIMITATION	106
5.1 <i>Conclusion</i>	106
5.2 <i>Implication</i>	107
5.2.1 Theoretical Implication.....	107
5.2.2 Managerial Implication	109
5.3 <i>Research Limitation and Recommendation</i>	110
5.4 <i>Suggestion</i>	111
Reference	112
Appendice	131
<i>Appendix 1 Comparison of Tour and Travel Agency Review on TripAdvisor</i>	131



UNIVERSITAS
GADJAH MADA

STRATEGIC ANALYSIS OF MOANA SUSTAINABLE TOURS TO ACHIEVE COMPETITIVE EDGE IN ECOTOURISM

Scandynovia, Dr. Ertambang Nahartyo, Dr., M.Sc., CMA., Ak., CA.

Universitas Gadjah Mada, 2025 | Diunduh dari <http://etd.repository.ugm.ac.id/>

TABLE LIST

Table 4.1 Tourism Market Size.....	28
Table 4.2 Competitive landscape of Ecotourism tour agency in Yogyakarta.....	36
Table 4.3 Vrio Analaysis of Moana Sustainability Tour.....	86

FIGURE LIST

Figure 1.1 Tourism Trend Prediction in 2023-2024.....	3
Figure 1.2 Research Framework.....	17
Figure 4.1 Moana TripAdvisor Account.....	26
Figure 4.2 Potential Domestic Customer Growth for Moana Sustainable Tour.....	29
Figure 4.3 Foreign Visitor in Indonesia by Country.....	30
Figure 4.4 Most Popular Destination for Indonesian.....	31
Figure 4.5 International Tourist Visit in Yogyakarta 2023.....	32
Figure 4.6 Comparison of Moana review and Asmaradhana Borobudur Tours.....	37
Figure 4.7 Moana Position in The Industry.....	39
Figure 4.8 Consumer Behaviour based on family live cycle.....	43



UNIVERSITAS
GADJAH MADA

STRATEGIC ANALYSIS OF MOANA SUSTAINABLE TOURS TO ACHIEVE COMPETITIVE EDGE IN ECOTOURISM

Scandynovia, Dr. Ertambang Nahartyo, Dr., M.Sc., CMA., Ak., CA.

Universitas Gadjah Mada, 2025 | Diunduh dari <http://etd.repository.ugm.ac.id/>

APPENDICE LIST

Appendix 1 Comparation of Tour and Travel Agency Review on TripAdvisor.....131