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Analisis Strategi Diversifikasi Grande Padjadjaran Hotel Memasuki Indsutri Restoran
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Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

INTISARI

Industri perhotelan di Indonesia menghadapi tekanan persaingan yang semakin ketat, tercermin dari pertumbuhan jumlah hotel secara nasional yang mencapai 34.702 unit pada tahun 2025, dengan lebih dari separuhnya terkosentrasi di Pulau Jawa dan Bali. Kondisi tersebut mendorong hotel untuk mengembangkan sumber pendapatan di luar bisnis akomodasi. Grande Padjadjaran Hotel, hotel bintang empat di Kota Bogor, merencanakan diversifikasi ke industri restoran dengan memanfaatkan lahan milik perusahaan di depan hotel. Penelitian ini bertujuan untuk menilai kelayakan strategi diversifikasi tersebut menggunakan kerangka *Porter's Threee Essential Test,* yang meliputi *industry attractiveness test, cost of entry test,* dan *better-off test.* Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan pengumpulan data melalui kuisioner dan wawancara mendalam kepada narasumber internal dan eksternal. Hasil *industry attractiveness test* menunjukkan bahwa industri restoran di Kota Bogor memiliki daya tarik yang tinggi dengan nilai rerata skor 3.9 dari skala 5. Hasil *cost of entry test* menunjukkan bahawa investasi awal sebesar Rp 1.845.000.000 menghasilkan *Net Present Value* (NPV) positif sebesar Rp 818.349.584 dan *Internal Rate of Return* (IRR) sebesar 27.7% pada skenario normal. Sehingga investasi dinilai layak secara finansial. Sementara itu, hasil *better-off test* menunjukkan tingkat sinergi yang sangat tinggi antar unit restoran dan bisnis hotel yang telah berjalan, yang tercermin dari pemanfaatan jaringan pemasok terintegrasi, fasilitas operasional, basis pelanggan, kanal pemasaran digital, kompetensi SDM departemen FnB, serta infrastruktur keuangan hotel secara terintegrasi. Secara keseluruham, ketiga pengujian menunjukkan bahwa strategi diversifikasi Grande Padjadjaran Hotel ke industri restoran layak dan strategis untuk dijalankan.

***Kata kunci**: diversifikasi, Porter's Three Essential Test, industri restoran*

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ABSTRACT

Indonesia's hotel industry faces intensifying competition, reflected in the growth of hotel establishment nationwide reaching 34.702 units in 2025, with more than half concentrated in Java and Bali. This condition has prompted hotels to develop revenue sources beyond their core accommodation business. Grande Padjadjaran Hotel, a four-star hotel located in Bogor, plans to diversify into the restaurant industry by utilizing company-owned land in front of the hotel. This study aims to assess the feasibility of Grande Padjadjaran Hotel's diversification strategy using the Porter's Three Essential Test framework, which includes the industry attractiveness tetst, cost of entry test, and better-off test. This study employs a descriptive qualitative approach, with data collected through questionnaires and in-dept interviews with internal and external informationts. The results of the industry attractiveness test show an average score 3.9 out of 5, indicating that the restaurant industry in Bogor is highly attractive for entry. The cost of entry test demonstrates that an initial investment of IDR 1,845,000,000 generates a positive Net Present Value (NPV) of IDR 818,349,584 and an Internal Rate of Return (IRR) of 27.7% under the normal scenario, thereby confirming financial feasibility. Meanwhile, the better-off test reveals a very high level of synergy between the planned restaurant unit and the existing hotel business, reflected in the shared utilization of an integrated supplier network, kitchen facilities and operational SOPs, an established customer base, digital marketing channels, Food and Beverage department human resource competencies, and the hotel's existing financial infrastructure. Overall, the three tests indicate that Grande Padjadjaran Hotel's diversification strategy into the restaurant industry is feasible and strategically sound to implement.

Keywords: *diversification, Porter's Three Essential Test, restaurant industry.*