

INTISARI

Penelitian ini merupakan penelitian deskriptif kuantitatif berupa studi kasus pada Hotel Sriwedari. Penelitian ini bertujuan untuk menganalisis keunggulan bersaing hotel Sriwedari dengan metode pendekatan berbasis sumber daya (*resource based view*), melalui proses identifikasi terhadap sumber daya serta kapabilitas yang menjadi keunggulan bersaing dan keunggulan bersaing berkelanjutan bagi Hotel Sriwedari. Metoda pengumpulan data dilakukan melalui pencarian data dari institusi pengatur kebijakan di industri perhotelan dan data dari jurnal penelitian terkait, serta penyebaran kuesioner, wawancara dengan 2 orang narasumber ahli perhotelan dan wawancara kepada 7 orang narasumber ahli yang merupakan jajaran manajerial terkait di Hotel Sriwedari.

Metode analisis data diawali dengan penyusunan daftar sumber daya dan kapabilitas yang menjadi penentu keberhasilan dan keunggulan perusahaan di industri perhotelan. Kemudian faktor-faktor yang telah teridentifikasi akan diseleksi lebih lanjut melalui analisis penilaian sumber daya dan kapabilitas (*resource appraisal*) melalui mekanisme penyebaran kuesioner pada jajaran manajerial terkait di perusahaan. Selanjutnya dilakukan uji VRIO melalui wawancara terhadap jajaran manajerial Hotel Sriwedari untuk mendapatkan data sumber daya serta kapabilitas yang menjadi sumber keunggulan bersaing berkelanjutan bagi Hotel Sriwedari.

Hasil dari penelitian menunjukkan terdapat 41 sumber daya dan 22 kapabilitas yang berpengaruh bagi keberhasilan perusahaan di industri perhotelan (faktor strategis industri). Selanjutnya melalui analisis penilaian sumber daya dan kapabilitas (*resources appraising*) terdapat 22 sumber daya dan 12 kapabilitas yang teridentifikasi sebagai kekuatan kunci Hotel Sriwedari yang menjadi keunggulan bersaing bagi perusahaan. Kemudian melalui uji VRIO teridentifikasi 3 sumber daya dan 1 kapabilitas yang menjadi keunggulan bersaing berkelanjutan bagi Hotel Sriwedari yaitu area parkir, lokasi, hubungan interpersonal dan kerjasama antar karyawan serta mampu melakukan kesepakatan yang baik dengan pihak terkait.

Kata kunci: Keunggulan bersaing, Sumber daya, Kapabilitas, RBV, Strategic Industry Factors, Resources Appraisal, VRIO

ABSTRACT

This is a quantitative descriptive research study in the form of a case study at Sriwedari Hotel. This study aim to analyze the competitive advantage of Sriwedari hotel with a resource-based view method, through the process of identifying resources and capabilities that become competitive advantages and sustainable competitive advantages for Sriwedari Hotel. The method of data collection is done through data searching from policy regulating institutions in the hotel industry and data from related research journals, as well as distributing questionnaires, interviews with 2 subject matter expert of hotel industry and 7 subject matter experts in managerial hierarchy at Sriwedari Hotel.

The data analysis for this research begin with the identification of strategic industry factors, list of resources and capabilities that determine the company's sustainability in the hotel industry. Then the identified factors were further selected through resource appraisal which was conducted by distributing questionnaires to relevant company officials in managerial level of Sriwedari Hotel. Subsequently, the VRIO test was carried out through interviews with relevant company officials to produce output in the form of resources and capabilities which are the source of sustainable competitive advantages in the hotel industry.

The result of this research indicated that there are 41 resources and 22 capabilities that determine the company's sustainability in the hotel industry (strategic industry factors). Furthermore, through resources appraising, 22 resources and 12 capabilities were identified as the key strengths of Sriwedari Hotel and thus the company's competitive advantage. Moreover, through the VRIO test, 3 resources and 1 capabilities were identified as the company's sustainable competitive advantage for Sriwedari Hotel. These include parking area, location, interpersonal relationships and cooperation between employees and being able to make good agreements with related parties..

Keywords: *Competitive advantage, Resource, Capability, RBV, Strategic Industry Factors, Resource Appraisal, VRIO*