INTISARI

Penelitan ini bertujuan untuk mengidentifikasi faktor internal dan faktor eksternal yang berpengaruh pada kondisi persaingan bisnis *multifunctional venue* yang dihadapi GBK serta memberikan rekomendasi strategi bagi GBK dalam bisnis *multifunctional venue*. Dalam merumuskan strategi tersebut, diidentifikasi faktor kekuatan dan kelemahan melalui analisis faktor lingkungan internal dengan menggunakan analisis SWOT dan peluang serta ancaman melalui faktor lingkungan eksternal menggunakan analisis PESTEL dan *Porter's Five Forces*. Metode pengumpulan data yang dilakukan dalam penelitian ini menggunakan teknik wawancara, observasi, dan dilengkapi dengan analisis data sekunder. Data yang diperoleh kemudian dianalisis dengan menggunakan: Analisis SWOT, Analisis PESTEL, Analisis *Porter's Five Forces,* dan tiga tahap formulasi strategi. Pada tahap *input stage* digunakan Matriks IFE dan EFE, tahap *matching stage* digunakan Matriks Internal/Eksternal (I/E) dan Matriks SWOT, kemudian pada tahap *decision stage* digunakan Quantitative Strategic Planning Matrix (QSPM).

Berdasarkan hasil penelitian, diperoleh lima strategi alternatif bagi GBK diantaranya: (1) Pengembangan GBK sebagai kawasan multifungsi dengan konsep *one stop service* dan *sustainable improvement*, (2) Pengembangan GBK sebagai kawasan multifungsi yang terintegrasi, berbasis teknologi, dan ramah lingkungan, (3) Sinergi ekosistem dengan melibatkan seluruh *stakeholder* GBK dalam upaya peningkatan layanan operasional yang berujung pada peningkatan pendapatan, (4) Kerjasama pengembangan dan pemanfaatan teknologi, dan (5) Restrukturisasi organisasi dengan penyempurnaan standar operasional dan perbaikan manajemen SDM.

Kata kunci: *multifunctional venue*, formulasi strategi, SWOT, PESTEL, *Porter's Five Forces*, Matriks IFE, Matriks EFE, Matriks I/E, Matriks SWOT, QSPM.

ABSTRACT

The main objective of this research is to identify internal and external factors that affect the competitive conditions of the multifunctional venue faced by GBK and provide the alternative strategies. In formulating this strategy, strengths and weaknesses were identified through internal analysis using SWOT and opportunities and threats were identified through external analysis using PESTEL and Porter's Five Forces Analysis. The method of data collection carried out in this study uses interview techniques, observation, and secondary data analysis. The data obtained were analyzed using: SWOT analysis, PESTEL analysis, Porter's Five Forces analysis, and three stages of strategy formulation which including IFE and EFE Matrix on input stage, Internal/External (I/E) Matrix and SWOT Matrix on the matching stage, and Quantitative Strategic Planning Matrix (QSPM) on the decision stage.

Based on the results of the study, there are five recommendation strategies were obtained for GBK including: (1) The development og GBK as a multifuctional area with one stop services concept and sustainable improvement, (2) The development of GBK as a multifunctional area with integrated system, based on technology, and environment friendly, (3) The synergy of ecosystem by involving all the GBK's stakeholder to improve operational services that lead to increasing revenue, (4) Coorperation in development and utilization of technology, and (5) Organizational restructuring by improving standard operational procedures and improving human resources management.

Keywords: multifunctional venue, formulation strategy, SWOT, PESTEL, Porter's Five Forces, IFE Matrix, EFE Matrix, I/E Matrix, SWOT Matrix, QSPM.