

## SUMMARY

FATUROHMAN. Strategic Architecture of PT Angkasa Pura Hotel. Supervised by AMZUL RIFIN and SETIADI DJOHAR.

In the high level business of competition, a competitive advantage of company is only due to the influence of the dynamic environment and uncertainty. In order to have sustainable competitive advantage, a company must develop and strengthen their core competences to give value for customer. One of industry that is affected by disruption innovation related to rapid business changing is hotel industry. PT Angkasa Pura Hotel that engaged in hotel and lounge services which is located in airport must conduct business transformation that focus on strengthening core competence for their existence in doing bussiness. This research aim to identify current core competence of PT Angkasa Pura Hotel, to develop industry foresight base on core competence and to make architecture strategic towards new future industry. Respondents in this study are top management of PT Angkasa Pura Hotel who have authority in strategic decision making.

This research uses qualitative descriptive and quantitative method. Processing techniques and data analysis in this study is descriptive qualitative analysis that is by using questionnaires, focus group discussion, interviews and literature study. The analytical tools use BCG Matrix to analyze product portfolio of company, VRIO Analysis to identify core competences of company, gap analysis to set strategic challenges, using the architecture strategy to set strategy toward industry foresight.

The result of this research shows that the industry foresight of company is an airport hospitality with managing new core competence such as hospitality management, customer relationship management, hotel building and lounge interior designer and food menu designer. The company's strategic architecture is arranged for the next 10 years that is divided into 3 strategic steps such as competence strengthening strategy, bussiness growing strategy and performance excellence strategy.

Keywords : airport hospitality industry, core competence, strategic architecture