

IMPLEMENTATION OF EXPERIENTIAL MARKETING STRATEGY TO OBTAIN COMMUNITIES INTEREST TO VISIT THE MAIMUN PALACE - MEDAN

Beby Karina, Endang Sulistyarini, Magdalena LL Sibarani

Management Department – Faculty of Economics and Business,
University of North Sumatera

ABSTRACT: *Maimun Palace is one of the icons of Medan city, North Sumatra. This palace is the majestic palace of Deli Sultanate. Currently, Deli Palace is poorly maintained due to lack of funds. Therefore, it is necessary to attempt to increase the number of visitors. One of the ways is by using experiential marketing strategy. The essence of experiential marketing concept is marketing and management driven by the experiences. Experiential marketing consists of five types, namely sense, feel, think, act, and relate. The basis of forming experiential marketing is SWOT analysis (Strength, Weakness, Opportunity and threats) This study aims to 1) develop a model of the implementation of experiential marketing strategy based on strength, weakness, opportunity or threat; 2) pattern that forms the interest of customers based on the concept of experiential marketing strategy. The approach in this study was a qualitative approach. The method used was descriptive-exploratory method used to identify various strengths, weaknesses, opportunities and threats used as the basis for the formation of experiential marketing strategy. The sample consisted of 98 respondents selected by purposive random sampling method. The strength of Maimun Palace is a unique building and antique furnishings describing Malay, Arabic, Spanish, and Chinese cultures. In addition, the Malay culture has an attractive dance, interesting food and clothes. The weaknesses are poorly-maintained building, the absence of Malay cultural attractions, parks not maintained, and Tourguides not friendly. The opportunities for Maimun Palace are many tourists who come to Medan, but the tourists do not visit the Maimun Palace. Experiential marketing strategy that can be performed is to invite visitors to dance, eat together in the style of Malay, involved in the sultanate events.*

KEYWORD: interest, experiential marketing, and SWOT analysis

INTRODUCTION

The goal of development of a region is essentially to improve the lives and welfare of the people through harmonious development among sectors. Tourism sector is believed to be one of the sectors that is capable to realize this goal, one of the ways is by contributing to the Gross Domestic Regional Product and labor absorption. In general, the role of tourism consists of three elements, namely economical (a source of income, social taxes (job creation), and culture (introducing our culture to tourists). Thus, it can be concluded that tourism is an economic activity, while the main purpose of the tourism development is to make a profit or benefit in terms of the economy, particularly, for the communities, region or country.

One of the tourism objects of in North Sumatra is the site of Maimun Palace. Administratively, the site of Maimun Palace belongs to the city of Medan, North Sumatra Province, which was established by Sultan Mamun Al Rasyid Perkasa Alamsyah, in 1887-1891. Despite almost 127

years of the existence of Maimun Palace in Medan city, so far there is no a regulation issued by the government to protect its existence as the site of Cultural Heritage. The absence of legal force protecting Maimun Palace area as the site of Cultural Heritage has resulted in the loss of a lot of historical evidence, which is essentially a part of the identity of Medan communities, especially Melayu Deli. Various forms of modern human activities such as the development of residential areas and the construction of shop houses by some community members have eliminated most of the history evidences of Medan remaining at this site.

Public awareness of Medan and Asian communities of the existence and importance of Maimun Palace is also still very low. It can be seen from the number of tourists. The foreign tourists actually increased in the period of January 2013 to November 2013 as many as 7.99 million people, while the number of Malaysian tourists in the first quarter of 2012 decreased from 47,530 people in the same quarter in 2013 to as many as 42,384 people (Central Bureau of Statistics/BPS, 2014).

The strategy that will be used to overcome the problem of low levels of tourist traffic is by doing experiential marketing. Experiential Marketing is a marketing method, delivered to the marketing world through a book entitled *Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act, and Relate to Your Company and Brands*, by Bernd H. Schmitt. Schmitt (1999) states that the essences of the concept of experiential marketing are marketing and management driven by the experience. Experiential marketing consists of five types, namely sense, feel, think, act, and relate.

Al Ries and Jack Trout in their article published in *Advertising Age* entitled *The Positioning Era Cometh*, state that marketing war is not in the market, but in the minds of customers or communities so that any marketing activities are always made to win customer hearts through product and service or usually called service excellence (Ries and Ries: 2003) Currently, almost all product and service providers pursue a strategy to win the hearts of customers, that is through service excellence. Pine and Gilmore (1999) identify that the offer given by the company to its customers can be in the forms of commodities, goods, services, and experiences.

Some time ago, product and service providers only do some ways, they are service economy and service excellence, good products and services are enough to satisfy customers. Customer satisfaction is the measure of success of a brand. Therefore, the tourism object of North Sumatra, the Maimun Palace, should be able to evoke sensations and experiences that will be the basis of the emergence of communities' interest to visit it.

In addition, tourists' interest on the tourism object will be also influenced by their perceptions of desirable things. Communities will reveal their behavior after performing decisions on something that has been seen and observed after a visit to the site of Maimun Palace. According to Schiffman and Kanuk (2000: 146) *Perception is process by which an individual selects, organizes, and interprets stimuli into the meaningful and coherent picture of the world*. In this regard, it can be concluded that perception is a process that makes a person to select, organize and interpret stimuli received into a meaningful and complete picture of the world.

While Kotler and Keller (2009: 156) argue that in the same circumstances, a person's perception of a product can vary, it is caused by the process of selection of the various existing stimulus.

Actually, perception will be associated with a person's behavior in taking a decision against something desired. One way to know consumers' behavior is by analyzing consumer perception on a product, in this case the object concerned is the site of Maimun Palace. With the consumers' perception, it can be known the strengths, weaknesses, opportunities or threats for the product.

In this regard, to achieve an increase in the number of tourists, it takes one of the strategies to attract tourists, that is experiential marketing approach. Products and services must be able to evoke sensations and experiences that will be the basis of customer satisfaction (Kartajaya in Handal, 2010:6). In addition to the products and services offered, one of the media playing an active role in the success of products is the marketing of these products. The goal will be achieved if each organization or agency seeks to produce and deliver goods and services desired by consumers by providing better services, supportive facilities and price, from which they will form customer satisfaction. Garbiano and Johnson in Surianto and Aisyah (2009) state that the overall satisfaction is based on purchasing and experience of consuming goods or services. Of the explanation of this satisfaction, it can be concluded that experiential marketing strategy can be a tool for measuring customer satisfaction on Maimun Palace site.

Schmit in Irawati (2008) state that in choosing a product, it is not only influenced by rational factors, but also emotional factors. These emotional factors will be explored further with the concept of experiential marketing. In this experiential marketing stage, producers see customers as figure that has emotional values, focused more on the relationship between producers and customers as the tourists up to the stage of acceptance of an unforgettable experience by tourists and communities during a visit to Maimun Palace site.

In this regard, the customer satisfaction relating to the quality and experiential marketing is one measure of how high the business success of an agency or organization, of which these variables cannot be separated and experience linkages. Institution or organization should do marketing by touching lots of customer or tourists psychology. The satisfaction obtained by tourists during a visit can be generated from the experience, so that the tourists that have visited the site will gain unforgettable experiences. It will be possible for tourists to tell their experiences during a visit to the closest people, family, friends and the people around, and it is possible for customers or tourists to make a return visit to the site.

The problem formulations in this study are:

1. How is the pattern forming customer perceptions, satisfaction and interest based on the concept of experiential marketing strategy?
2. How can the pattern of customer perception become benchmark to determine the strengths, weaknesses, opportunities or threats to the marketed products?

The purposes of this study are:

1. To find a pattern forming customer perceptions, satisfaction and interests based on the concept of experiential marketing strategy.
2. To find customer perception model that can be benchmark to determine the strengths, weaknesses, opportunities or threats to the marketed products.

3. To perform dissemination on the customer perception, satisfaction and interest in relation to the implementation of experiential marketing strategy to increase profit or goal of an agency or organization.

LITERATURE REVIEW

Experiential marketing

Schmitt (2004: 22) states that marketers offer products and services by stimulating consumer emotions elements that produce various experiences for consumers. Experiential marketing is a marketing approach involving consumer emotions and feelings by creating positive experiences not forgotten so that consumers consume and become fanatical about a particular product (Schmitt, 2004: 26). In the experiential marketing approach, products and services should be able to evoke sensations and experiences that will be the basis for the creation of customer interest and loyalty (Kartajaya, 2004: 168).

The initial stages of an experiential marketing are focused on three principal keys:

1. Customer Experience. Customer experience involves senses, heart, mind which can put the purchase of products or services in the larger context of life.
2. Consumption Pattern. Analysis of consumption pattern can cause relationships to create greater synergy. Products and services are no longer evaluated separately, but they can be evaluated as part of the overall pattern of use according to the consumers' life. Most importantly, the experience after the purchase is measured through satisfaction and loyalty.
3. Rational and emotional decision. Experiences in life are often used to fulfill fantasies, feelings and pleasure. Customers feel happy with the purchase decisions that have been made.

Strategic Experiential Modules (SEMs) is a module that can be used to create various types of experiences for consumers. Strategic Experiential Modules (SEMs) includes:

a. Sense Marketing

It is the type of experience that appears to create a sensory experience through eyes, ears, skin, tongue and nose (Schmitt, 2004: 26). Sense marketing is a way to touch consumer's emotions through consumer experience that can be gained through the senses (eyes, ears, tongue, skin, and nose) that they have through products and services (Kartajaya, 2004).

b. Feel Marketing

Feel Marketing is addressed to consumers' feelings and emotions with the goal of influencing the experience started from a soft mood to strong emotions on pleasure and pride (Schmitt, 2004: 26). Feel is a small attention shown to consumers for the purpose of touching customer emotion in an extraordinary way (Kartajaya, 2004).

Feel marketing is a very important part in experiential marketing strategy. Feel can be performed with great service, as well as the friendliness of waiters. To make consumers get a strong feel of a product or service, producers must be able to take into account the consumers' condition in terms of the perceived mood of consumers. Most consumers will be customers if they feel match on the products or services offered, therefore, it is needed the right time that is when the consumers are in a state of good mood so that the products and services are actually able to deliver memorable experience thereby providing positive impacts on customer loyalty.

c. Think Marketing

Think Marketing is the type of experience that aims to create cognitive, problem solving that invites consumers to think creatively (Schmitt, 2004). Think marketing is one of the ways performed by the company to bring the commodity into the experience by performing continuous customization (Kartajaya, 2004: 164). The purpose of think marketing is to influence customers to be engaged in creative thinking and creating awareness through thinking process that affects the re-evaluation of the company, its products and services.

d. Marketing Act

Act Marketing is the type of experience that aims to influence behavior, lifestyle and interactions with customers (Schmitt, 2004: 27). Act Marketing is one way to establish customers' perception on the products and services concerned (Kartajaya, 2004: 164). Act marketing is designed to create consumer experiences in relation to the physical body, lifestyle, and interactions with others. Act marketing gives positive effect on customer loyalty.

e. Relate Marketing

Relate Marketing is the type of experience used to influence customers and incorporate all aspects of sense, feel, think, and act, and focus on creating a positive perception in the eyes of customers (Schmitt, 2004: 27). Relate Marketing is one way to form or create customer communities with communication (Kartajaya, 2004: 175). Relate marketing combines aspects of sense, feel, think, and act with an intention to link the individual with what outside him or herself is and implement relationships between other people and other social group so that they can feel proud of and accepted in their communities. Relate marketing can provide a positive or negative effect on customer loyalty.

CONSUMER PERCEPTION**Perception**

According to Schiffman and Kanuk (2000: 146) perception is a process that makes a person to select, organize, and interpret stimuli received into a meaningful and complete picture of the world. Meanwhile, Kotler and Armstrong (2008: 174) argue that in the same circumstances, a person's perception of a product can vary, it is caused by the perceptual process (related to sensory stimuli) that selective attention, selective distortion and selective retention. Mowen (in Sumarwan, 2003: 70) mentions the stage of exposure, attention and understanding as perception and this perception together with memory will affect information processing. Everyone perception on an object will vary. Therefore, perception has a subjective nature. Perception formed by someone on something is strongly influenced by his or her mind and the environment.

Consumer Interests

"Interest is the attitude that makes people happy of particular object or situation. This is followed by pleasure feelings and a tendency to look for objects favored" (As'ad, 1987: 6). In the opinion of Witherington (1991: 74) interest is "individual attention on the existence of an object, a person, a problem or situation containing something to do with him or her that is performed consciously followed by pleasure feelings".

AIDA Model

AIDA is a model of consumer response consisting of the stages of attention, interest, desire, and action. In AIDA model, consumers have attention to the object or message delivered by marketers. Furthermore, the emotional reaction occurs to consumers when maintaining interest in the object which then evokes the desire to buy and stir action to make a purchase.

SWOT Analysis

SWOT analysis is the identification of various factors to formulate company strategy. This analysis is based on the logic that can maximize the strengths and opportunities, but at the same time can minimize your weaknesses and threats. Strategy planning must analyze company strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. It is called the situation analysis. The most popular model for situation analysis is SWOT analysis (Rangkuti, 2005). SWOT analysis is the assessment on the results of situation identification, to determine whether a condition is categorized as strengths, weaknesses, opportunities or threats.

a. Strength

It is the internal situation of the organization in the form of competences/capabilities/resources possessed by the organization, which can be used as an alternative to handle opportunities and threats.

b. Weakness

It is the internal situation of the organization in which competences/capabilities/resources of organization are difficult to be used to handle opportunities and threats.

c. Opportunity

It is the external situation of the organization potentially beneficial.

d. Threat

It is the external situation of the organization potentially leading to troubles.

External Environment Analysis

Analysis of the external environment is useful to formulate strategy of using existing opportunities and minimize potential threats that will be faced by a company. External strength is divided into five categories: economic awareness, social strength (including cultural, demographic and environmental), political strength, technological strength, and competitor strength. One form of tracing the external environment can be performed using EFAS matrix (*External Factors Strategic Analysis Summary*). EFAS matrix is used to evaluate external factors. External data are collected to analyze matters relating to the issues of economic, social, cultural, demographic, environmental, political, government regulations, legal, technological, competition in industrial market where the company is located.

Internal Environment Analysis

Analysis of the internal environment can be the basis for the company to identify the strengths and weaknesses. It is very influential on the strategy implemented by the company. As proposed by Pearce and Robinson that the internal analysis is the understanding of the thought of matching strengths and weaknesses of company internal with opportunities and threats in the environment (1997). In the preparation of internal environmental analysis involving strengths and weaknesses of the organization, it can be reached using internal environmental analysis matrix of IFAS (*Internal Factors Analysis Summary*) to identify internal strategy factors. IFAS matrix is used to determine the company internal factors related to the strength

and weaknesses, data that can be extracted from several company functions such as the aspects of management, finance, human resources, marketing, information systems, and production. One approach that can be performed in an effort to increase benefit or profit in the marketing of a product is by applying experiential marketing strategy. It is a marketing approach that involves the emotions and feelings of consumers by creating unforgettable positive experiences that consumers consume and become fanatical about a particular product (Schmitt, 2004). Experiential marketing consists of sense, feel, think, act, and relate.

METHODOLOGY

Research Approach

Data collection method used was in-depth interview belonging to a fairly long interview and unstructured between respondents with an interviewer, which minimized interviewer participation in discussion after outlining the general theme of the discussion (Kuncoro, 2003). The data used were primary data, i.e. data obtained from the results of research directly to the research subject and generally up to date. Meanwhile secondary data were only for consideration and more historical. Secondary data were the data obtained through literature review by studying various writings such as the reports of Central Bureau of Statistics, Archaeological Research Reports and other data related to the study of the development of experiential marketing strategy in of Medan Maimun Subdistrict due to the existence of Maimun Palace and its development plan.

Based on the research questions required, the types of data required include:

1. Implementation of sense strategy in experiential marketing in Maimun Palace site. The necessary data could be obtained by conducting interviews with manager of Maimun Palace site, Head of Medan Maimun Subdistrict, Medan Maimun Community leaders, Culture and Marketing Experts, Culture and Tourism Department of Medan, and Regional Planning Board (*Bapeda*) of Medan City.
2. Emotion felt by visitors after receiving sensory in Maimun palace site, obtained by conducting interviews to the visitors of Maimun Palace site.

So this research was an applied research having practical and applicable purposes. This study was an empirical study by conducting survey on the development of experiential marketing strategy in Maimun Palace site and its development efforts as one of the attractions in Medan city. This research was conducted by having the location in the Subdistrict of Medan Maimun. The subject of the research as a source of data was both local and foreign tourists who have been to the Maimun Palace site.

Informants

In this study, the informants involved were as many as 97 respondents consisting of Maimun Palace site manager, Head of Medan Maimun Subdistrict, Medan Maimun Community Leaders, Culture and Marketing Expert, Officials of Culture and Tourism Department of Medan, and Regional Planning Board (*Bapeda*) of Medan. The characteristics of informants chosen were because they helped provide information about how the implementation of sense strategy in the experiential marketing in the Maimun Palace site was, including communities and school principal. The sampling technique was based on nonprobability sampling in which

the researcher could not obtain a list of all members of the population. The sample selection of the population was not random.

Personal knowledge and opinions were used as the basis for selecting the sample so that not all elements of the population had an equal opportunity of being selected.

Analysis Techniques

Of the analytical model that had been built, it could be formulated the following analysis techniques:

1. Identifying and describing how the implementation of sense strategy in experiential marketing in Maimun Palace Site.
Each aspect in the implementation of sense strategy was then systematically categorized into experience provider already available, namely: communication, identity, product, environment, and people.
2. Identifying the emotion (feel) perceived by visitors after receiving sensory in Maimun Palace site.
Each emotion element felt was then systematically categorized into types of emotions listed in the analysis model, namely anger, discontent, worry, sadness, fear, shame, envy, love, peacefulness, contentment, optimism, joy, excitement, and others.
3. Identifying think to influence visitors to engage in creative thinking and creating awareness through the thinking processes that have an impact on the evaluation of Maimun Palace site.
4. Influencing act of visitors to create the visitor experience
5. Creating a positive perception on Maimun Palace site
Each study will be valued its quality based on several criteria, including:

Validity

To meet the validity, the researcher must try to find a demographically diverse sample, so that the research results do not deviate due to the factors of socio-economic, gender, or personality not relevant, will be enriched by different people in those characteristics

Reliability

To meet the reliability, the researcher used various complementary methods, called triangulation. It is used because there is no single method showing the relevant characteristics of the empirical reality needed to construct a theory. In other words, triangulation is necessary to perform to confirm the data obtained by the researcher that will maintain or increase the confidence of the research findings.

DISCUSSION**SWOT Matrix (Strength, Weakness, Opportunity, Threat)**

SWOT Matrix is a tool used to develop strategic factors of company marketing as follows:

Table 1 SWOT Matrix

	STRENGTHS-S 1. Having distinctive architecture of 4 cultures blend (Chinese, Spanish, Malay, Arabic) 2. Good service to visitors 3. Suitable for gathering location/recreation tourism 4. Having a strong Malay organizational culture 5. Having good will (good name) 6. Maimun Palace is located in strategic location 7. The complete and varied products (existing Malay traditional dresses rental services) 8. Printed and electronic media advertising 9. Competitive and affordable price	WEAKNESS-W 1. Lack of awareness (less responsive) of Tourguides in socializing information, thus becoming constraints for some tourists/visitor 2. Less welfare for personnel in working 3. Palace Building & gardens not maintained, giving rise to the slum impression 4. Buildings surrounding the Maimun Palace are not well organized, so that it appears street vendors and illegal stalls
OPPRTUNITIES-O 1. Opportunities of market share and North Sumatra economic getting increased 2. Cooperation relationship with tourism parties 3. It is the only icon of Medan City 4. The existence of <i>Putri Hijau</i> (literally: Green Princess) and <i>Meriam Puntung</i> (literally: Canon Stub) Myths	SO STRATEGY 1. Extending market share by maintaining the image of the Melayu Deli kingdom 2. Increasing services in tourism 3. Providing real contributions to communities and the environment around Maimun Palace 4. Maintaining Maimun Palace as the Icon of Medan City in tourism world	WO STRATEGY 1. Creating a more attractive training, in order to increase the working spirit of Maimun Palace employees 2. Increasing attractive events/art entertainment and local culture to attract visitors 3. Socializing regional legend culture (<i>Putri Hijau/Meriam Puntung</i>) in the education world
THREATS-T 1. Increased competitors such as plazas, museums, other new attractions 2. Lack of people's interest and understanding of their own culture (Local & Regional Cultures) 3. Online Media which are not up to date	ST STRATEGY 1. Increasing cooperation with several tourism parties 2. Socializing Maimun Palace with the communities 3. Improving Palace employee creativity in serving tourists	WT STRATEGY 1. Making a promotional/information stand of Maimun Palace in several locations (Hotspot) 2. Socializing the local culture to the communities 3. Having a good financial statements in order to increase links to other parties

Source: The Researcher (processed in 2014)

SWOT Matrix in Table 1 produces four cells of strategic alternatives that may be concluded by the company management to run the business and face increasingly competitive competition.

1) Strengths-Opportunities (SO) Strategy

This strategy uses the strengths and weaknesses to take advantage of existing all opportunities so that Maimun Palace can have a competitive advantage when compared to other attractions.

2) Strengths-Threats (ST) Strategy

This strategy uses the strengths possessed by Maimun Palace to address existing threats.

3) Weaknesses-Opportunities (WO) Strategy

This strategy is implemented for the use of existing opportunities by minimizing weaknesses possessed by Maimun Palace.

4) Weaknesses-Threats (WT) Strategy

This strategy seeks to minimize weaknesses and avoid existing threats. Under these conditions Maimun Palace is required to immediately improve itself, because only in this way it can survive in facing increasingly competitive competition.

Internal Factor Evaluation Matrix

1) Write down the main internal factors such as identification, and then use a total of ten to twenty internal factors including strengths and weaknesses. Write the strengths first and then weakness. Make it as detailed as possible, use percentages, ratios, and comparative figures.

2) Give the weight ranging from 0.0 (not important) to 1.0 (very important) for each factor. The weight given to each factor indicates the relative importance level to see whether the key factor has strengths or weaknesses, the factors that considered having the biggest impacts on the organization performance should be given the highest weight. The total of all weights must be equal to 1.0.

3) Rank 1 to 4 for each factor in indicating whether the factors show not important (rank 1), or rather important (rank 2), important (rank 3), and very important (rank 4). Note that the strengths must obtain 3 or 4 and weaknesses must get 1 or 2.

4) Multiply each factor weight with a weighted average rate for each variable.

5) Sum the weighted average to determine the total weighted average of organization.

Any number of factors included in the IFE Matrix, the total weighted average range from the lower of 1.0 to the highest of 4.0 with an average of 2.5. The total average below 2.5 illustrates the internally weak organization, while the total value of above 2.5 illustrates the internally strong organization. Numbers of factors have an influence on the total range of weighted average because the weight is always totaled 1.0.

Table 2 Internal Weighting Table

FACTORS	NATURE	INFLUENCES	
		VAULE	WEIGHT
Strong Malay Organization Culture	S	4	0.15
Less professional Tourguides	W	1	0.08
Services & cooperation with other parties	W	2	0.10
Printed & Electronic Media Advertising	W	2	0.15
Relative & Competitive Price	S	3	0.10
Spatial Structure of Maimun Palace building	W	2	0.08
Building shape of Maimun Palace	W	2	0.10
Having Good Will (Good Name)	S	3	0.08
Strategic location of Maimun Palace	S	3	0.10
Location Creating Competition	S	3	0.06
Total			1.00/1

Source: The Researcher (processed in 2014)

Description: S = Strength, W = Weakness

Table 3 Internal Factor Evaluation Matrix (IFE Matrix)

Internal Key Factor	Weights	Rate	Weight x Rate
Strengths			
Strong Malay Organization Culture	0.15	4	0.60
Relatively Competitive Price	0.10	3	0.30
Strategic location of Maimun Palace	0.10	3	0.30
Having Good Will (Good Name)	0.08	3	0.24
Location Creating Competition	0.06	3	0.18
Total Strength Score	0.49		1.62
Weaknesses			
Less professional Tourguides	0.08	1	0.08
Services & cooperation with other parties	0.10	2	0.20
Printed & Electronic Media Advertising	0.15	2	0.30
Spatial Structure of Maimun Palace building	0.08	2	0.16
Building shape of Maimun Palace	0.10	2	0.20
Total Weakness Score	0.51		0.94
Differences of Strength – Weakness	1.62 – 0.94 = 0.68		

Source: The Researcher (processed in 2014)

External Factor Evaluation Matrix (EFE)

- 1) Make a list of five external factors identified in the external process, and then insert a total of ten to twenty factors, including the influencing opportunities and threats. Write the opportunities first then the threats. Make it as detail as possible to use percentages, ratios, and comparative value when possible.
- 2) Give the weight of each factor from 0.0 (not important) to 1.0 (the most important). The weights indicate the relative importance level of the factors on success. Opportunities are often given more weight than threats, but threats can be also given higher weight if they are serious or very threatening. Appropriate weights can be determined by comparing the success or failure of competition. Total of all weights given by all factors must be equal to 1.0.
- 3) Rank 1 to 4 for each key external factor on how effective the current organizational strategy in processing these factors, in which the organization is very good (4), good (3), medium (2), poor (1). The ranks are based on the company, while the weights are based on the industry. It is important to note that the threats and opportunities can be given rank 1, 2, 3, or 4.
- 4) Multiply each factor weight with its rate to obtain the weighted value. Then add the weighted value of each variable to determine the total weighted value for the organization.

Without considering the number of key opportunities and threats inserted in the EFE Matrix, the total weighted value for an organization is 4.0 and the lowest is 1.0. The total average weighted value is 2.5. The total weighted value of 4.0 indicates that the company response to the opportunities and threats faced is very good, while the value of 1.0 indicates that the organization does not use the opportunities or avoid external threats.

Table 4 External Weighting Table

FACTORS	NATURES	INFLUENCES	
		VALUES	WEIGHT
The only heritage of Malay kingdom	O	3	0.15
Cooperation with other parties	T	2	0.08
Icon of Medan City	O	3	0.10
Cultural globalization	T	2	0.20
Promotion of Culture and Tourism Department	T	2	0.10
Lack of community's interest and understanding	T	2	0.09
<i>Putri Hijau & Meriam Puntung</i> Myths	O	4	0.08
North Sumatra economic growth	O	3	0.06
Number of tourists	O	3	0.06
Growing number of plaza museum etc.	T	1	0.08
Total			1.00/1

Source: The Researcher (processed in 2014)

Description: O = Opportunity, T = Threat

Table 5. External Factor Evaluation Matrix (EFE Matrix)

Internal Key Factor	Weights	Rate	Weight x Rate
Opportunities			
The only heritage of Malay kingdom	0.15	3	0.45
Icon of Medan City	0.10	3	0.30
<i>Putri Hijau & Meriam Puntung</i> Myths	0.08	4	0.32
North Sumatra economic growth	0.06	3	0.18
Number of tourists	0.06	3	0.18
Total Opportunity Score	0.45		1.43
Threats			
Cooperation with other parties	0.08	2	0.16
Cultural globalization	0.20	2	0.40
Promotion of Culture and Tourism Department	0.10	2	0.20
Lack of community's interest and understanding	0.09	2	0.18
Growing number of plaza museum etc.	0.08	1	0.08
Total Threat Score	0.55		1.02
Differences of Opportunity – Threat		1.43 – 1.02 = 0.41	
Strength = 1.62 Weakness = 0.94		Opportunity = 1.43 Threat = 1.02	

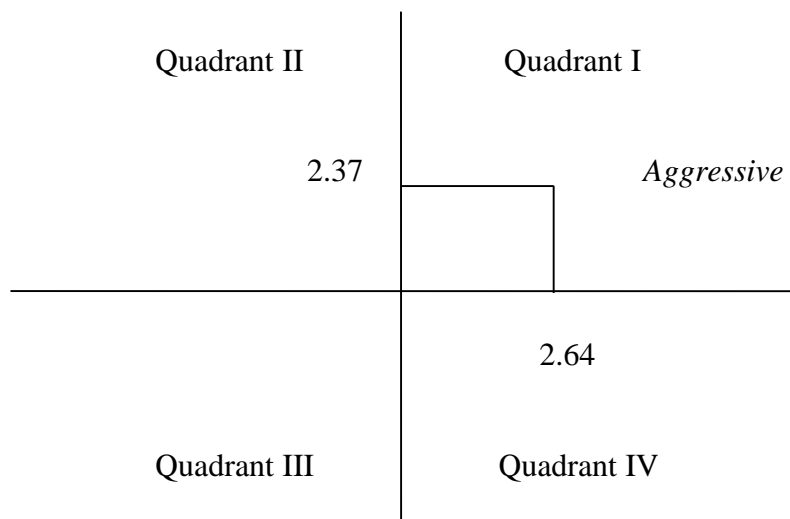
Source: The Researcher (processed in 2014).

4.4 SWOT Diagram

The comparison results between internal analysis (strengths and weaknesses) and external analysis (opportunities and threats) are as follows:

$$\begin{aligned} S + T &= 1.62 + 1.02 \\ &= 2.64 \end{aligned}$$

$$\begin{aligned} W + O &= 0.94 + 1.43 \\ &= 2.37 \end{aligned}$$



Source: The Researcher (processed in 2014)

Figure 1 SWOT Diagram

From the analysis of the data obtained, it can be seen that Maimun Palace is located in Quadrant I (Aggressive). It has good weight value in the internal environment in the strength position in aggressive quadrant and good weight values in the external environment in the position of opportunities. So it can be concluded that the position of Maimun Palace according to SWOT diagram is in quadrant 1 or the first quadrant (Aggressive), which indicates that the company has a number of opportunities and strengths encouraging the use of these opportunities.

The position of Quadrant I (Aggressive) is a very advantageous position, as Maimun Palace has the opportunities and strengths that can be in maximum position. When Maimun Palace must implement a strategy that support the aggressive policy, the organization must use its internal strengths to take advantage of external opportunities, overcome internal weaknesses and avoid external threats. Therefore, the market penetration, market development, product development, backward/forward/horizontal integration, concentric diversification, or combination strategies can all be feasible for use, depending on field conditions.

In implementing an aggressive strategy, Maimun palace needs to be more focus on penetrating the market and further developing its market in order to survive in the competitive world of tourism. In a market penetration strategy, Maimun Palace must find a way to further increase the market share for its products in its market currently. Meanwhile in the strategy of developing the market, another way to develop the market of Maimun Palace can also be performed by adding the cooperation with the banks, hotels, tour & travel (tourism), so that there are opportunities from tourists to select. In addition, consumer trust will increase due to the cooperation between Maimun Palace and several parties.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. The most appropriate strategy to be used and implemented by Maimun Palace is Aggressive Strategy, in which Maimun Palace should be more focus on penetrating the market and develop the market further.
2. The strategies implemented by Maimun Palace do not only use promotional strategies, but also through other strategies such as more innovative in creating a product that can satisfy tourists and also increase cooperation with tourism parties such as several leading tour & travel in order to gain more trust from tourists and they feel more comfort.
3. Opportunities possessed by Maimun Palace have not been fully used, therefore, in the future it should focus more on taking advantage of existing opportunities.

Suggestions

1. Maimun Palace should make more attractive events, in order to increase the interest of communities and tourists to visit it. The Maimun Palace party should act as a Tourguides or companion for the tourists.
2. Maimun Palace should maintain the strength and excellence in service and increase cooperation with the hotels, tour & travel in order to gain more trust from visitors and they feel more comfort.
3. Chairman of the foundation/organization of Maimun Palace should continue to follow the development of tourism world market, so that it can compete with the growing number of competitors.

REFERENCES

- Griffin, Jill 2003. *Growing and Maintaining Customer Loyalty*. Jakarta : Erlangga.
- Hidayat, Taufik, 2007. "Create Great Experience", *Self-Sufficiency*, No. 15/XXIII July 12-25.
- Kartajaya, Hermawan. 2004, *Marketing in Venus*. Jakarta: Gramedia Pustaka Utama.
- Kartajaya, Hermawan. 2006, *Hermawan Kartajaya on Marketing*. Jakarta: Gramedia Pustaka Utama.
- Kotler, Philip. 2009. *Marketing Management*. Jakarta : PT Indeks Salemba Empat
- Kotler, Phillip & Kevin Lane Keller, 2006. "*Marketing Insight: Experiential Marketing*", Marketing Management, 12th edition, Pearson Education, Inc., New Jersey.
- Kuncoro, Mudrajat, 2003. *Research Method for Business and Economic*. Jakarta : PT Gramedia Pustaka.
- McCole, Patrick. 2006. *Relationship Marketing: A Consumer Experience Approach*. New Jersey: John Wiley & Sons, Inc.
- Mulyana, Deddy, 2003. *Qualitative Research Methodology*, Bandung: PT Remaja Rosdakarya.
- Nyoman S. Pedit, 2003. *Tourism Science: A prime Introduction*, Jakarta: Pradnya Paramita.
- Parce and Robinson, 1997, *Strategic Management, 1st Edition*, Binarupa Aksara, Jakarta.

- Pine H, B. Joseph & James H.Gilmore, 1999. *The Experience Economy Work is Theatre and Every Business a Stage*, Boston: Harvard Business School Press.
- Rangkuti, F, 2005, *SWOT Analysis Techniques of Business Cases Reorientation of Strategic Planning Concept Reorientation to Face 21st Century*, Gramedia Pustaka Utama, Jakarta.
- Ries, Al & Laura Ries, 2003. *The Fall of Advertising & The Rise of PR*, Translated, Jakarta: Pustaka Utama.
- Scmitt, Bernd H., 1999. “*Experiential Marketing*”, http://pioneer.netserv.chula.th/~ckieatvi/Fathom_Exp_Marketing.html
- Schmitt, Bernd H. 2003. *Costumer Experience Management: A Revolutionary Approach to Connecting with Your Costumer*. New Jersey: John Wiley & Sons, Inc.
- Setiadi, Nugroho. J. 2003. *Consumer Behavior: Concept and Implication for Marketing Strategy and Research*. First Edition. Jakarta: Gramedia Pustaka Utama.
- Situmorang, Syafrizal Helmi. 2010. *Research Data Analysis*, Medan: USU Press.
- Smith, Shaun & Joe Wheeler, 2002. *Managing Customer Experience: Turning Customer into Advocates*, Great Britain: Prentice Hall.
- Sugiyono. 2006. *Metode Quantitative, Qualitative and R&D Research*. Bandung:Alfabeta.
- Suzanna, Ratih Sari, 2003. *Roles of Tourism in the Development*, Semarang: Badan Penerbit Universitas Diponegoro.
- Umar, Hussein. 2004. *Business Research Methods*. Jakarta : PT Gramedia Pustaka
- Winarko, Bayu E., 2003. *Starbucks Style Experiential Marketing*, Republika, November 27.