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Strategic Business Plan of Sayang Holidays USA Travel Agency

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ABSTRACT

The development of tourists and tourism is going very fast which requires travel agencies to make adjustments and innovations. Sayang Holidays is a travel agency operating in California, San Francisco, USA. This study was conducted to excavate the feasibility of Sayang Holidays as a business entity engaged in the tourism sector. The method used is the Miles and Huberman model which divides into four stages, namely data collection, data reduction, data display, and decision making. From this study, it was found that Sayang Holidays is relevant and feasible in becoming a competitive travel agency in San Fransisco. The measurement was conducted from the marketing, human resource, financial ability, and operational aspects. It is hoped that this research can be useful for furthering the development of the business.

Keywords : **Travel Agency; Finance; Feasibility Study; Business Plan; Tourism**

ABSTRAK

Perkembangan wisatawan dan pariwisata yang berlangsung sangat cepat menuntut biro perjalanan untuk melakukan penyesuaian dan inovasi. Sayang Holidays adalah agen perjalanan yang beroperasi di California, San Francisco, AS. Kajian ini dilakukan untuk menggali kelayakan Sayang Holidays sebagai badan usaha yang bergerak di bidang pariwisata. Metode yang digunakan adalah model Miles dan Huberman yang terbagi menjadi empat tahapan yaitu pengumpulan data, reduksi data, display data, dan pengambilan keputusan. Dari penelitian ini ditemukan bahwa Sayang Holidays relevan dan layak untuk menjadi agen perjalanan yang kompetitif di San Fransisco. Pengukuran dilakukan dari aspek pemasaran, sumber daya manusia, kemampuan finansial, dan operasional. diharapkan penelitian ini dapat bermanfaat untuk pengembangan usaha selanjutnya.

Kata Kunci : **Agen Perjalanan; Keuangan; Studi Kelayakan; Rencana Bisnis; Pariwisata**

INTRODUCTION

Sayang Holidays started to offer adventure and tour packages to consumers in California in September 1999. The national tourism and travel industry are expanding at 4% yearly, while adventure travel is growing at 10% annually, which creates a chance for Sayang Holidays to succeed. Moreover, the market for adventure travel in California is expanding by at least 12% per year, and in the greater Woodville area, there are no companies that only offer this type of travel. Sayang Holidays has the expertise, the ideal location, efficient administration, and marketing to capitalize on this expansion and lack of competition.

The travel agency industry is competitive in nature, and technology—specifically the Internet and computerized reservation systems (CRS)—has altered the way that agencies operate (Felicien & Ylagan, 2016). Companies and consumers can do travel-related research via the Internet. By selling tickets online at a discount, cheap airline agents are using the Internet. Also, there is more pricing rivalry. The transaction between an agency and a customer is now swifter and more effective due to computerized reservation systems. The start-up costs for travel agencies have also increased in order to remain competitive. The increasing deregulation of the travel industry is one notable trend. Deregulation has boosted the demand for differentiation and, in many circumstances, reduced the cost of travel-related services like flights. Several larger airlines have limits on agency commissions, adventurous travel is on the rise, and profit margins are decreasing (Nain & Awasthi, 2021).

The travel business has become very fragmented. Large national corporations, little home-based industries, online consolidators, and many more options exist. The amounts of players within this industry shown by membership counts in specific associations associated to travel. There are 25,000 members of the American Society of Travel Agents (ASTA) in 135 nations, the majority of which are small firms. In the wider Woodville region, ATI faces approximately 30 direct rivals, including two companies that are outposts of large national travel agency chains.

Individuals become tourists when they voluntarily leave their familiar surroundings. Visit different environments where they live. These individuals are usually engaged in a variety of activities regardless of how close or far the environment is (Target). For recreation, health, sports and vacations, visits for research or religious purposes can be classified as leisure. another, day-trippers, including cruise passengers, may be considered temporary visitors if they have less than 24 hours at the destination (Camilleri, 2018).

Trade travel is one of the biggest sections of domestic travel within the USA. Agreeing to the US Travel Information Center, 150.6 million business trips were taken within the USA amid 1991 (Morrison *et.al*, 1994). Travel and tourism industry is considered as one of the foremost imperative businesses in the global economy. Tourism may be a driving industry within the benefit segment at the worldwide level. Tourism is distinguishing as one of the most financial drivers since its capacity to do as an employment generator and remote trade worker (Kumasaru & Psd, 2019).

Tourism is especially important in meeting material and spiritual needs people. rest, recovery, exercise, balneo medicine, revealed as a means of educating people, facilitate the exchange of ideas, knowledge of tourists and locals (Sofronov, n.d.).

Tourism and tourism campaigns have an opportunity to make an impact, it is the way foreigners perceive a country, creating a unique appreciation of a destination's culture and heritage. Security had the biggest impact image of developing countries

However, country and destination image studies are rarely the best hit (Chaulagain *et.al*, 2019). Compared to the behavior of previous generations, millennials are the ones who have brought about the biggest change in tourism marketing. They grew up with digital technology that changed the details demand and supply in the tourism market (Starčević & Konjikušić, n.d.).

Adventure tourism and travel are the focus of the travel agency Sayang Holidays. It will offer advice as well as specialized trip plans and bundles. The goal of Sayang Holidays is to establish itself as the premier provider of adventure travel in the Pacific Northwest. Employees and owners of Sayang Holidays are devoted travelers and outdoor adventurers as well as seasoned members of the tourism trade. Sayang Holidays seeks to match first-time adventure travelers and veteran travelers with service providers, adventure activities, and lodging that suit the client's preferences, financial situation, and level of expertise.

It is common knowledge that students who take beginning classes in entrepreneurship are required to create business plans as part of their coursework. The business plan is the traditional final project for practically every type of school that covers entrepreneurship. A business plan is a document that describes the present state and potential future of an organization; it is a developing process that makes it easier to get from a concept development to a completed project. A business plan may also be described as a formal report of an organization's present state and potential future. Studies suggests that business schools should teach company plans because they help current and future entrepreneurs manage activities that demand a lot of complexity and ambiguity (Ferrerias-Garcia *et.al*, 2019).

The project's business plan is a management choice that the management of the organization has made on the implementation of a particular innovation project (Žižlavský, 2014). In the process of arranging innovative activities, the following functions are carried out by the business plan: The justification of the viability of conducting an innovative project; The evaluation of the economic efficiency of the project; The determination of the appearance of the project, including the product, customers, market capacity, sales volume, brand, and marketing program, etc; Investigation of the production system (including the location, technologies, equipment, raw materials, and employees, among other things); Research into the potential funding sources and investment processes for the project; A summary of the primary requirements for the qualifications of the employees working on the innovation project (the team); Research on and an evaluation of the risks associated with an innovative idea; The analysis of novel approaches to the management of project risks; The forecasting of the monetary results of the project, in addition to other things.

Mentoring, when incorporated into a business plan, enables the entrepreneur to make greater use of the information gained through the learning process while also directing it toward a fruitful conclusion. As a result, the likelihood of launching a business that is both viable and profitable is significantly increased. In this sense, many would-be business owners do not succeed or give up during the early stages of the creation of a new venture. Sometimes this is because they are unable to materialize their idea into a workable business plan; other times, it is due to a lack of profitability; and still other times, it is due to obstacles connected to limitations in their knowledge and skills, etc (Souto & Rodríguez-López, 2021).

A business plan is a written document that must be planned by an entrepreneur and covers all necessary parts, both external and internal factors, in the process of beginning a

new firm. An entrepreneur is required to create a business plan. The first thing that needs to be done in order to start a business is to make a strategy for it, with the expectation that this plan would eventually be utilized to investigate, develop, and put into action various business concepts. It is vitally crucial to have a solid business plan in order to have a solid understanding of the strengths, weaknesses, losses, and profits of the business that will be carried out (Andayani *et.al*, 2019).

Given the characteristics of the business plans, it is possible to represent them in the form of a decision-making problem. It is necessary to have a set of criteria that reflects the inputs of the process to which an evaluation is performed based on a classification method, and you must also gain a weighting that represents your evaluation (Alexandra *et.al*, 2020).

RESEARCH METHOD

The implementation of the Plan Sayang Holidays Business Development activity implemented in the United State of America takes place over 4 (four) stages in the process. The stages of activity start from data collection to drawing conclusions, data collected from 2019 until 2021. The technique used in data analysis uses the model from Miles and Huberman. The model from Miles and Huberman divides the steps in data analysis activities into several parts, namely data collection, data reduction, data display, and conclusions. The stages of implementing activities in more detail are: Data Collection, in the first model analysis, secondary data collection was carried out based on categorization in accordance with the problem which was then developed for sharpening the data through further data searches. Secondary data collected comes from companies and other literature relevant to the implementation of activities;

Data reduction is a type of analysis that streamlines, categorizes, directs, eliminates pointless data, and organizes data so that conclusions can be reached and confirmed (Miles and Huberman, 2007:16). asserts that data reduction continues indefinitely as long as the action is ongoing. A summary of field notes, including initial notes, extensions, and additions in accordance with the activity's goals, is the result of data reduction (Mantja in Harsono, 2008: 169);

Data Display, data display is a series of information organization that allows research conclusions to be carried out. Presentation of data is intended to find meaningful patterns and provide the possibility of drawing conclusions and providing action (Miles and Huberman, 2007:84). According to Sutopo (in Harsono, 2008: 169) states that data presentation is in the form of narrative sentences, pictures/schemes, networks, graphs and tables as the narrative.

$$CAGR = \left(\frac{V_{final}}{V_{Begin}} \right)^{\frac{1}{t}} - 1 \quad (1)$$

CAGR or Compound Annual Growth Rate is formulated from final value divided by beginning value power by 1 divided by t or time in years. V_{final} is final value, V_{begin} is starting value, t is time. CAGR is Compound Annual Growth Rate, V_{final} is final value at the time period, V_{begin} is beginning value at the time period, and t is time period.

$$BEP = \text{Fixed Cost} : (\text{Sales price per Unit} - \text{Variable Cost per Unit}) \quad (2)$$

Break even point is a calculation to find out when capital and profits are balanced by calculating fixed costs divided by sales per unit minus the cost of production. Fixed Cost

are cost that not change when production/sales volumes change, Variable Cost is a cost that varies with the output volumes.

Drawing conclusions (Conclusion) Drawing conclusions is part of a complete configuration activity (Miles and Huberman, 2007: 18). The conclusions were also verified during the activity. Conclusions were drawn since the researcher compiled notes, patterns, statements, configurations, causal directions, and various propositions (Harsono, 2008: 169). Miles and Huberman model can be seen in figure 1.

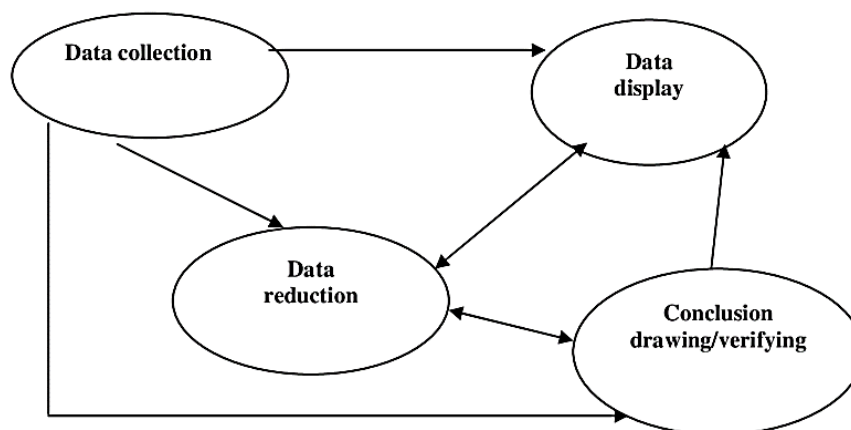


Figure 1. Miles and Huberman Model

The 2020 Plan Sayang Holidays Business Development activity was carried out in five stages from the preparation stage to the Compilation stage. After preparation, the process of compiling the activity report follows the pattern of analysis of the Miles and Huberman Model with the addition of 1 (one) stage before data collection, namely the preparation stage. The flow of implementation of activities is as follows:

Preparation Phases, the activity begins with preparing for the completion of the activity which begins with conducting a literature review and relevant laws and regulations and initial data in order to determine the report design and inventory of data requirements. The target at this stage is to agree on the design of activities, methods and approaches to activities and the preparation of a preliminary draft report;

Data Collection Phases, data collection was obtained through the company's website (<https://sayangholidays.com/>). After the data was collected, data processing and analysis was carried out using data tabulation analysis. It aims to see all the information in more depth;

Data Reduction Phases, data reduction is an activity to reduce unnecessary data so that the analysis can be focused on the most important aspects in the preparation of the review report. In this stage the data is selected based on the data display plan, namely from the aspects of finance, marketing, HR and organization, technical operations, and aspects of company legality;

Data Display Phases, after selecting the data, the data related to the preparation of the study is arranged in a tabulation and narrative so that it can reinforce the analysis in preparing the report; Conclusion Drawing Phases, the conclusion stage is the final stage where the data that has been displayed is then analyzed for aspects in business design using descriptive analysis so that the most important aspects that are the goals of this activity can be identified.

RESULT AND DISCUSSION

Employees who have knowledge and abilities regarding sustainable management can contribute to the growth of the company, save money, boost stakeholder dialogue, and decrease the environmental impact the organization has. All of these benefits can be seen from the standpoint of the business (Kolb *et.al*, 2017)

The ability of a company to make a profit is referred to as the economic aspect, the capacity of an organization to give back to the community is referred to as the social dimension, and the actions that a company takes to preserve natural resources while making a delivery is referred to as the environmental aspect. Lastly, the environmental aspect relates to the economic aspect. If a company can simultaneously demonstrate compliance with all three of these requirements, then that company may be called really sustainable (Sivarajah *et.al*, 2020).

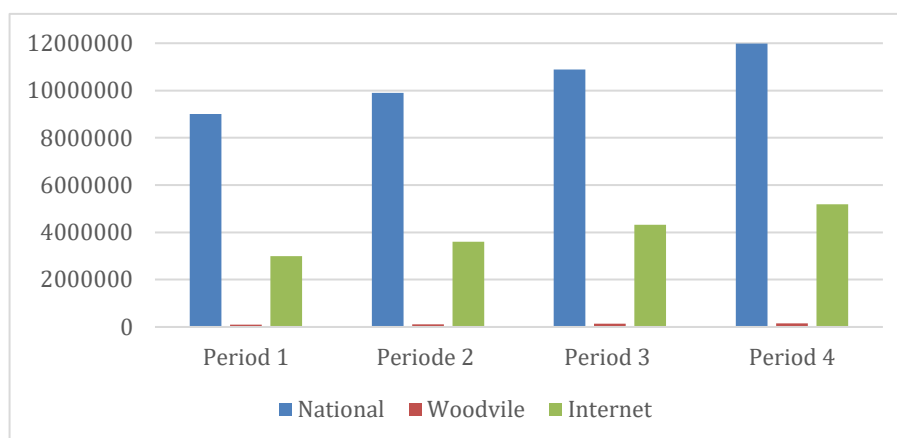
Taking into consideration the most important aspects of the company's business, more effort should be put forward to ensure that customers receive uninterrupted service. The journey of customers does not just end at the point where the product is supplied and checked out; rather, the effects of their journey continue for several years afterward (Hole *et.al*, 2019).

The travel agency industry is competitive in nature, and technology—specifically the Internet and computerized reservation systems (CRS)—has altered the way that agencies operate (Felicen & Ylagan, 2016). Companies and consumers can do travel-related research via the Internet. By selling tickets online at a discount, cheap airline agents are using the Internet. Also, there is more pricing rivalry. The transaction between an agency and a customer is now swifter and more effective due to computerized reservation systems. The start-up costs for travel agencies have also increased in order to remain competitive. The increasing deregulation of the travel industry is one notable trend. Deregulation has boosted the demand for differentiation and, in many circumstances, reduced the cost of travel-related services like flights. Several larger airlines have limits on agency commissions, adventurous travel is on the rise, and profit margins are decreasing (Nain & Awasthi, 2021).

Furthermore, smaller travel agencies must characterize themselves as specialists in one or more travel specializations due to industry competition and the expansion of available travel options. Sayang Holidays has achieved this by branding itself as a specialist on adventure travel (Sayang Holidays, 2021). There isn't a single direct rival that Sayang Holidays has found in the greater Woodville region. To arrange an adventure vacation, a travel agency does not need to be an expert in this field. As a result, ATI will directly compete from other travel agencies in the Woodville region because they provide alternatives to adventure travel, have the ability to plan adventure travel themselves, and benefit from a client base that is already established.

The Marketing Aspect of Sayang Holidays intends to concentrate its initial efforts on the broader Woodville area's adventure travel industry. Couples and adults with a median household income of about \$50,000 make up Sayang Holidays' target market. Major buyers are found in metropolitan areas of the following states: California, Florida, New York, Texas, Illinois, Nevada, Hawaii, New Jersey, Pennsylvania, and Georgia. They are interested in popular adventure sports like skiing, whitewater sports, and mountain biking.

Market analysis can be checked on figure 2 and table 1.



Source: www.sayangholidays.com, 2020

Figure 2. Market Analysis

The potential customer of Sayang Holidays as well as the growth market for period 1 to period 4 is displayed in table 1.

Table 1. Market Analysis

Potensial Costumer	Growth	Period 1	Periode 2	Period 3	Period 4	CAGR
National	10%	9,000,000	9,900,000	10,890,000	11,979,000	10.00%
Woodvile	15%	100,000	115,000	132,250	152,088	15.00%
Internet	20%	3,000,000	3,600,000	4,320,000	5,184,000	20.00%
Total	12.78%	12,100,000	13,615,000	15,342,250	17,315,088	12.78%

Sources: www.sayangholidays.com, 2020

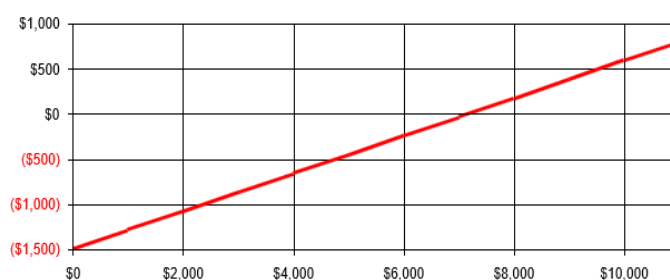
Sayang Holidays is located in the heart of the Pacific Northwest. More people in the region actively engage in water and mountain sports like mountain biking, climbing, kayaking, and whitewater rafting. Numerous people who are interested in fitness are drawn to the natural beauty and variety of outdoor activities. These people make up the target market for Sayang Holidays. Sayang Holidays will concentrate on the marketing and sales of adventure travel, primarily to private customers and businesses in the Woodville region (Sayang Holidays, 2021).

Furthermore, the Human Resources Aspects of Sayang Holidays is a small organization whose employees will share in management duties and decision-making. It will be necessary for each team member to be capable in all aspects of the business. Prerequisites for all Sayang Holidays employees include at least five years of travel industry experience, knowledge and ability in the activities Sayang Holidays will promote, and Certified Travel Counselor (CTC) certification for applicable positions. The CTC designation can be obtained through the Institute of Certified Travel Agents (ICTA). Sayang Holidays will begin operations with four full-time positions. The positions are as follows; General Manager and President; Marketing and Advertising Director; Accountant; Travel Agent.

The following parts go into more information about Sayang Holidays' financial strategy. According to preliminary projections, Sayang Holidays will grow slowly during its first two quarters of operation, with some of the increase attributable to the start-up

nature of the company and seasonal considerations. Estimated income is based in part on anticipated earnings from accounts that Sayang Holidays staff acquired before leaving their previous companies.

Sayang Holidays has enough cash on hand to withstand any initial difficulties with cash flow. Sayang Holidays also expects a rise in sales volume and gross margin. As a result, the entire financial plan gives a cautious but accurate picture of Sayang Holidays' financial situation. Table 2 and figure 3 details Sayang Holiday's break-even analysis, including monthly sales break-even points. The 20% gross margin used in break-even calculations is a conservative estimate, and as strategic alliances grow and clients see the value in Sayang Holiday's products, it will be increased.



Sources: *www.sayangholidays.com, 2020*

Figure 3. Break-Even Analysis

The Break-Even Analysis of Sayang Holidays was composed based on several assumptions as displayed in table 2.

Table 2. Break-Even Analysis

Break Even Analysis:	
Monthly Units Break-Even	7
Monthly Revenue Break-Even	\$6,818
Assumptions:	
Average Per-Unit Revenue	\$950.00
Average Per-Unit Variable Cost	\$741.00
Estimated Monthly Fixed Cost	\$1,500

Sources: *www.sayangholidays.com, 2020*

Table 2 displayed as business activities move into the third quarter of its first year of operation, Sayang Holiday's earnings situation gets better. ATI expects its gross margin to increase from 20% in year one to 22% in year two.

CONCLUSION

Based on the results that have been shown on each aspect, the recaps are as follows: Marketing Aspect, Sayang Holidays Potential Customers have a growth percent of 10%. It is predicted that the market for potential customers that seek holidays travel will continuously improve each year, whether it is national, regional and on the internet.

Human Resources Aspect, Sayang Holidays have few staff but hold a good competence in running the business. Furthermore, the financial ability of Sayang Holiday's profit improves as operations progress into the third quarter of the first year of operation. ATI anticipates improving its gross margin from 20% in year one to 22% in year two.

As for the technical and operational Aspect, Sayang Holiday's distribution strategy will focus on the target market in the area to whom it will sell directly. Secondly, Sayang Holiday seeks to establish distribution capability on the World Wide Web. Doing so will improve Sayang Holiday's ability to establish both national and international reputation.

RECOMMENDATION

This research can be used as material for further research, because it still uses several past time periods and there will always be innovations in travel agencies, for this reason the researcher recommends conducting further research.

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