

## Business Development Strategy Kebon Vintage Cars Denpasar: SWOT Analysis Approach

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### Abstract

This study aims to formulate a business development strategy for Kebon Vintage Cars Denpasar, the largest classic car museum in Bali, using a SWOT analysis approach. This study adopted a qualitative descriptive method, with primary data collected through in-depth interviews and direct on-site observations, as well as secondary data from literature and internal company documentation. The SWOT analysis identified Kebon Vintage Cars' key strengths, namely its unique collection of rare classic cars, strategic location, and attractive educational facilities for visitors. However, the main weaknesses identified were limited digital promotion, reliance on international tourists, and a lack of revenue diversification. Opportunities that can be exploited include the increasing trend of thematic and educational tourism, as well as the large domestic market potential. Threats faced include intense competition with other thematic tourism destinations in Bali and changes in tourist behavior post-pandemic. Based on this analysis, recommended strategies include: (1) expanding digital marketing channels through platforms such as Instagram and TikTok; (2) diversifying revenue sources through venue rentals, merchandise sales, and hosting classic car restoration workshops; (3) developing human resource capacity to improve experience-based services and digital marketing; and (4) building strategic partnerships with automotive communities and educational institutions. The implementation of these strategies is expected to strengthen the competitiveness of Kebon Vintage Cars, expand the domestic market segment, and ensure business sustainability in the future.

**Keywords:** Business Development Strategy, Kebon Vintage Cars, SWOT Analysis

### Introduction

Kebon Vintage Cars is Bali's largest classic car museum, located in East Denpasar. Founded by Jos Dharmawan, a classic car collector who has been pursuing his hobby since 1996, Kebon Vintage Cars offers a unique tourist experience with a collection of over 190 rare classic cars, such as a 1913 Ford. As a thematic tourist destination, Kebon Vintage Cars not only presents classic car exhibitions but also provides supporting facilities such as a themed

café, educational gallery, photography area, and other themed exhibition spaces that appeal to both local and international tourists (Suhendra, 2021).

However, despite its popularity, Kebon Vintage Cars faces significant challenges in Bali's tourism market, which is dominated by nature and cultural attractions. With increasing competition from other thematic-based tourist destinations, Kebon Vintage Cars needs to adapt to changing tourism trends influenced by social media and innovate to offer more unique and engaging experiences. Weaknesses faced by Kebon Vintage Cars include limited digital promotion, reliance on foreign tourists, and reliance on admission revenue (Kotler & Keller, 2021).

Therefore, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a crucial tool in formulating Kebon Vintage Cars' business development strategy. A SWOT analysis helps identify internal factors that can be exploited or improved (strengths and weaknesses), as well as external factors that can present opportunities or threats to business continuity (Wibowo, 2022). By evaluating these strengths, weaknesses, opportunities, and threats, Kebon Vintage Cars can design more appropriate and efficient strategies, such as expanding market reach through digital marketing, improving experience-based services, and exploring additional revenue potential through venue rentals and merchandise sales (Suryawan & Sudiana, 2021).

In Kebon Vintage Cars' SWOT analysis, its strengths lie in its unique collection of rare classic cars and the educational value it offers visitors. Meanwhile, the main weaknesses faced are limited digital promotion and high dependence on foreign tourists. On the other hand, opportunities that can be exploited include the rising trend of special interest tourism, which is increasingly popular among young travelers and Generation Z, who seek more personalized and educational travel experiences. Threats that must be addressed include increasing competition from other thematic tourist destinations in Bali and changes in tourist behavior post-pandemic, which could impact visitor numbers (Sutikno & Hadisaputra, 2020).

A precise SWOT analysis will enable Kebon Vintage Cars to identify areas for improvement and optimize existing resources. Furthermore, this analysis can also be used to design marketing plans, develop new services, or innovate business operations. Therefore, implementing a SWOT analysis in Kebon Vintage Cars' business development strategy planning will be highly beneficial in addressing dynamic market challenges and ensuring future business sustainability (Arya et al., 2020).

## Methods

This study uses a qualitative descriptive method to analyze the business development of Kebon Vintage Cars Denpasar using a SWOT analysis approach. This qualitative descriptive method was chosen because it allows researchers to gather in-depth data regarding the internal and external factors influencing Kebon Vintage Cars' business development strategy and to provide a clear picture of the current situation. Based on the research conducted, this method is adequate for formulating appropriate strategies for business development, especially in facing challenges in an increasingly competitive market.

This research focuses on Kebon Vintage Cars, located in Denpasar, Bali. The sample used in this study is internal data obtained through in-depth interviews with managers and staff, as well as direct on-site observations. Additionally, secondary data sourced from literature, internal company documents, and other relevant sources is also used to support the analysis. This data collection is expected to provide a comprehensive understanding of the business dynamics and factors influencing Kebon Vintage Cars' development.

Data obtained from interviews, observations, and literature were then analyzed using a SWOT analysis, which consists of four main components: strengths, weaknesses, opportunities, and threats. The first step was to identify internal and external factors affecting the business, which were then compiled into a SWOT matrix to obtain a clear picture of Kebon Vintage Cars' market position. Next, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices were used to provide a quantitative assessment of these

factors. The application of SWOT analysis, combined with the IFE and EFE matrices, allows for a more accurate mapping of a business's ability to respond to internal and external factors, allowing for a more accurate positioning (Imana et al., 2024).

Furthermore, the results of this SWOT analysis will be used to formulate effective development strategies, such as market penetration through digital marketing and the development of more diverse products or services. This study aims to provide practical recommendations for Kebon Vintage Cars to increase its competitiveness and business sustainability in facing the challenges of the increasingly competitive thematic tourism industry.

The SWOT approach was chosen for its ability to explore internal and external factors affecting business continuity and provide a clearer picture for formulating strategies that Kebon Vintage Cars can implement. Using a SWOT analysis, the company can more easily identify strengths that can be maximized, weaknesses that need to be addressed, opportunities that can be exploited, and threats that need to be anticipated, particularly in the context of a dynamic tourism market that is influenced by external factors .

## Results and Discussion

The SWOT matrix is a systematic presentation of various factors identified through a SWOT analysis and organized into a matrix format (Rangkuti, 2017). Using a SWOT matrix simplifies the analysis process because all internal and external factors are presented in a structured and clear manner. The following is the SWOT matrix compiled for Kebon Vintage Cars Denpasar.

Table 1. SWOT Matrix of Kebon Vintage Cars Denpasar

		<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
		<b>Strategi SO</b>	<b>Strategi WO</b>
		<b>Strategi ST</b>	<b>Strategi WT</b>
<b>External Factors</b>			
	<b>Factors Internal</b>	<p><b>Strengths (S)</b></p> <ol style="list-style-type: none"> <li>Has the largest collection of classic cars in Bali (190 units), including rare examples like a 1913 Ford.</li> <li>Strategic location</li> <li>Complete facilities: lunch, photo area, and showroom.</li> <li>Distinctive tourism concept</li> <li>Tourism excellence in the special interest tourism segment</li> </ol>	<p><b>Weaknesses (W)</b></p> <ol style="list-style-type: none"> <li>Limited digital promotion.</li> <li>Dependence on foreign tourists.</li> <li>Revenue is still focused on entrance tickets; diversification is not yet optimal.</li> <li>Human resources are not optimal in the field of education</li> <li>High operational costs for maintaining collections and rare spare parts.</li> </ol>
	<b>Opportunities (O)</b>	<p><b>Strategi SO</b></p> <ol style="list-style-type: none"> <li>Develop collaborations with automotive communities to organize themed events.</li> <li>Utilize unique car collections and themed facilities to attract educational and themed tourists.</li> </ol>	<p><b>Strategi WO</b></p> <ol style="list-style-type: none"> <li>Expand digital promotions to popular platforms like TikTok and TripAdvisor.</li> <li>Provide HR training in digital service and marketing to improve service quality.</li> <li>Optimize non-ticket revenue through merchandise, digital content, and venue rentals.</li> </ol>
	<b>Threats (T)</b>	<p><b>Strategi ST</b></p> <ol style="list-style-type: none"> <li>Be active on social media to maintain visibility despite rapidly changing digital trends and algorithms.</li> <li>Establish an efficient maintenance system to keep collections presentable</li> </ol>	<p><b>Strategi WT</b></p> <ol style="list-style-type: none"> <li>Diversify revenue to maintain financial stability during the low visitor season.</li> <li>Evaluate operational costs and seek sponsorship or business partner support.</li> <li>Adapt your content strategy flexibly to</li> </ol>

4. Digital reach influenced by social media algorithms.	despite high maintenance costs.	address dynamic social media trends.
5. High collection maintenance costs	3. Leverage branding amid shifting travel trends.	4. Develop a loyalty program for the local market.

Source: Processed Primary Data, 2025

In this section, the research results will be presented by describing the data obtained through a SWOT analysis of Kebon Vintage Cars. The results of this analysis will provide an overview of the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence business development strategies. Additionally, this analysis will be confirmed by a discussion of how this data aligns with existing literature and how it answers the research questions. This is presented in the following table.

## Discussion

Based on the SWOT analysis, Kebon Vintage Cars needs to consider several key factors when formulating its business development strategy.

1. Strengths: Kebon Vintage Cars boasts a unique and rare collection of classic cars, a major draw for visitors. Its strategic location in Denpasar also provides a competitive advantage, coupled with educational facilities that support a unique tourism experience (Novanty, 2023). This automotive museum is a pioneer in Bali, making it a popular destination for classic automotive-based educational tourism.
2. Weaknesses: Despite its significant potential, Kebon Vintage Cars still faces challenges related to limited digital promotion. Currently, promotions are primarily conducted through social media, particularly Instagram, which only reaches a small audience. Furthermore, reliance on international tourists could pose a risk in the event of changes in travel policies or a global crisis.
3. Opportunities: The growing interest in hobby-based and educational thematic tourism presents a significant opportunity for Kebon Vintage Cars to expand its domestic market

segment, particularly among the younger generation interested in educational experiences (Ariyanti, 2023).

4. The use of digital media and English-language tourist brochures has been proven to increase promotional reach, thereby increasing the global recognition of tourist villages and increasing the potential for tourist visits (Utami et al., 2023). By diversifying products and improving digital marketing, Kebon Vintage Cars can introduce itself more widely in the domestic market.
5. Threats: Increasing competition with other tourist destinations in Bali is one of the biggest challenges. More established destinations based on natural and cultural tourism can be difficult competitors to overcome. Furthermore, changes in tourist behavior, especially post-pandemic, can affect the number of visitors to automotive-based destinations like Kebon Vintage Cars (Sutikno & Hadisaputra, 2020).

The results of this SWOT analysis will be used to formulate more appropriate development strategies, such as optimizing digital channels, expanding the domestic market segment, and developing partnerships with travel agents and automotive communities. These strategies are expected to increase Kebon Vintage Cars' visibility, attract more tourists, and ensure future business sustainability.

## Conclusion

Based on the results of a SWOT analysis conducted on Kebon Vintage Cars Denpasar, this study concluded that the development of this classic automotive museum business is significantly influenced by a combination of interrelated internal and external factors. The SWOT analysis shows that Kebon Vintage Cars possesses several significant strengths, particularly its unique and historically valuable classic car collection, strategic location, and thematic tourism experiences that distinguish it from other tourist destinations in Bali. These strengths are important assets that can be maximized in developing future business strategies.

On the other hand, this study also found that internal weaknesses such as limited digital promotion, minimal diversification of revenue sources, and dependence on international tourists need to be addressed immediately to prevent hampering business growth. External opportunities, such as increasing tourist interest in thematic and educational tourism and the growing potential of the domestic market, provide Kebon Vintage Cars with room to expand its market reach. Meanwhile, external threats, such as competition from other thematic tourism destinations and changes in tourist behavior post-pandemic, require the company to be more adaptive and innovative in developing its business strategy.

This study confirms that a SWOT analysis is a highly effective strategic tool for mapping Kebon Vintage Cars' position and formulating an appropriate development strategy. Through this analysis, the company can optimize its strengths, address weaknesses, capitalize on opportunities, and anticipate threats that could potentially hinder business operations. Thus, Kebon Vintage Cars is expected to increase its competitiveness, expand its market share, and maintain its business sustainability amidst the dynamics of Bali's tourism industry.

The implications of this research emphasize the importance of enhancing digital promotion, developing experience-based tourism programs, and collaborating with the automotive community and other tourism stakeholders. Furthermore, this study opens up opportunities for further research, for example, by combining SWOT analysis with other methods such as QSPM or competitive analysis to formulate a more comprehensive and measurable strategy.

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