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MARKETING STRATEGIES TO IMPROVE ROOM OCCUPATION IN THE NEW NORMAL ERA OF THE COVID-19 PANDEMIC AT THE PAYOGAN RESORT & SPA KEDEWATAN UBUD GIANYAR

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Abstract

This study analyses the marketing strategy in increasing room occupancy in the new normal era of the covid-19 pandemic at The Payogan Villa Resort & Spa Kedewatan, Ubud, Gianyar. The objectives of this paper are: (i) To find out the strengths, weaknesses, opportunities, and threats of The Payogan Villa Resort & Spa, Ubud, Gianyar; (ii) To determine the marketing strategy for increasing room occupancy in the New Normal Era of the Covid-19 Pandemic At The Payogan Villa Resort & Spa, Ubud, Gianyar. The analysis technique used is descriptive qualitative and SWOT. The results of the study indicate that (i) Strengths lie in a very strategic location, facilities and competitive room rates; Weaknesses in promotion efforts that have not been maximized, slow service, poor employee appearance; Opportunities for the existence of domestic tourists, public trust and government support; The threats faced are that there is no certainty over the end of the pandemic and competitors; (ii) The marketing strategy is carried out by improving e-marketing and developing distribution channels as well as the competence of hotel employees.

Keywords : Marketing Strategy, Increasing Room Occupancy, New Normal Era Covid-19 Pandemic

INTRODUCTION

As a tourist destination, Bali consistently places the tourism sector as the mainstay sector. The development of the tourism industry in Bali uses the concept of "Cultural Tourism" which implicitly contains the mission of "cultivating Balinese culture" (Hartini & Wisnawa, 2021). Tourism has become one of the industries that have a major impact on Bali's economic growth. The tourism sector in Bali is a very strategic sector, in addition to being a foreign exchange earner for the country and income for the region and can also increase community economic growth.

This sector is felt to make a positive contribution in spurring and moving other economic sectors (Bangun Mula, 2021).

Looking at the tourism industries in Indonesia, the tourism business plays a big role, if we look at its main function, the products offered are room rental or lodging services. Considering from the last 5 years, namely in 2018, the development of the hospitality business in Indonesia, especially in Bali, is growing (Wisnawa, 2018; Wisnawa et al., 2019). Starting from one-star hotels to five-star hotels. Hotels can develop anywhere, both in big cities and in small towns. The hospitality business has developed into a promising

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Abstract

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business field, where all modern people who go out of town for work or entertainment are in dire need of lodging or hotel services. So that the hotel business has very promising prospects even though in its management it requires large business capital and a lot of manpower (Lukiarti & Widodo, 2021) The following is the number of star hotels in Bali by Regency/City in 2021 in Table 1

Table 1
Number of Star Hotels in Bali
By Regency/City in 2021

Kabupaten/Kota	Jumlah Hotel Bintang					Seluruh Kelas
	Bintang 1	Bintang 2	Bintang 3	Bintang 4	Bintang 5	
Kab. Jembrana	0	1	3	1	0	5
Kab. Tabanan	0	0	2	1	2	5
Kab. Badung	8	48	158	118	62	394
Kab. Gianyar	2	1	4	10	6	23
Kab. Klungkung	2	0	0	0	0	2
Kab. Bangli	0	0	0	0	0	0
Kab. Karangasem	0	1	3	4	0	8
Kab. Buleleng	0	3	11	4	2	20
Kota Denpasar	5	18	15	6	6	45
Provinsi Bali	17	72	196	144	78	500

Source : (BPS Bali, 2021)

Based on Table 1, it can be seen that the most hotel developments occurred in Badung district, which was as many as 394 hotels. Denpasar City was followed by 45 hotels, Gianyar Regency 23 and the rest from Buleleng Regency, Karangasem Regency, Jembrana and Tabanan.

Currently, Indonesia is included in the category of countries that are still struggling to deal with COVID-19. Several regions in Indonesia were declared to be in the red zone and PSBB (Large-Scale Social Restrictions) was imposed. The implementation of the PSBB in order to control the transmission of the pandemic has resulted in the paralysis of many economic sectors, including the tourism sector (Wisnawa, 2021).

One of the companies engaged in tourism that has been affected by the Covid-19 pandemic is The Payogan Villa Resort & Spa. This hotel is located at Jl. Cocoa 2 No. 7 Banjar Bunutan, Ubud Kedewatan Village. The Payogan Villa Resort & Spa stands on an area of 15 hectares with traditional Balinese style architecture. Facilities consist of 2 restaurants, and a bar beside the outdoor pool, as well as a spa, and separate areas for yoga and meditation. More tourists who visit The Payogan Villa Resort & Spa are from Australia, India, Germany and others. The following is the percentage of occupancy of tourists staying at The Payogan Villa Resort & Spa in Table 2

Table 2
Occupancy Percentage of Travelers
Staying
At The Payogan Villa Resort & Spa
Years 2019 to 2021

Tahun	Budget (%)	Last Year (%)	Actual (%)
2019	63.55	56.57	59.21
2020	64.43	59.21	67.84
2021	67.65	67.84	7.76

Source: The Payogan Villa Resort & Spa, 2021

Table 2 shows the percentage of occupied rooms at The Payogan Villa Resort & Spa before the Covid-19 pandemic hit Indonesia, especially in Bali in 2018 of 59.21%, in 2019 of 67.84%, an increase of 8.63%, while after the covid pandemic -19 spread in 2020, the occupancy rate at The Payogan Villa Resort & Spa was 7.76% which shows that there is a decrease in the room occupancy rate of 60.08% from 2019. According to Sugiarto (2002) the success of a hotel can be measured by the occupancy rate room.

Due to the current Covid-19 pandemic which has an impact on decreasing tourist visits and very high

competition for tourists, the management of The Payogan Villa Resort & Spa must be able to implement the right strategy in the midst of the Covid-19 pandemic to maintain the continuity of the company. The management must be able to improve services by improving the quality of services.

This tourism sector has a multiple effect or multiple effects on other sectors. From the performance report of the Ministry of Tourism in 2018 as quoted from (CNN Indonesia, 2020), the realization of investment in the tourism sector reached USD. 1.6 billion or 80.43 percent of the target set by the government, namely USD. 2 billion. Meanwhile, foreign exchange in the tourism sector reached Rp.229.5 trillion. It can be imaged how much state revenue has been lost due to this pandemic.

Previous research studies were used as a reference and reference to understand the focus of research with the results of studies concerning Marketing Strategy in improving Room Occupancy in the New Normal Era of the Covid-19 Pandemic At The Payogan Resort & Spa. In this study, four studies were used, namely:

1. (Masatip et al., 2020) entitled Analysis of Marketing Strategy at the Inna Parapat Hotel in a Covid-19 Pandemic Situation. The research method is descriptive qualitative with the method of guiding the validity and reliability of the instrument and the quality of data collection. The instruments in this study were tests, interview guidelines, observation guidelines and questionnaires. The marketing strategy used in the Covid-19 Pandemic situation is to utilize human resources and hotel facilities to create and innovate in this situation. Namely the use of the terrace shop to produce bread for sale to the public. In this situation don't just rely on the room to survive. Even though the company's target cannot be met 100% at least during the Covid-19 pandemic, Hotel Inna can contribute to meeting the

needs of the Parapat community and its surroundings.

2. The second study is according to (Setyaningsih & Alam, 2021) entitled Impact of Covid-19 Pandemic on Sharia Hotels and Their Handling Strategies (a Case in Indonesia). Hotel Sharia's marketing strategy in its efforts to continue to run its daily operations, as well as adapt to changing market needs, Hotel Sharia management made adjustments to several elements of the marketing mix run by the management. it can be concluded that currently the impact of the spread of the corona virus or Covid-19 is very much felt by the wider community, including business actors in Indonesia. The efforts of WHO and the government in implementing social distancing have changed the culture of today's society and also have a negative impact on the business continuity of every company, especially Sharia hotels. However, there may be several efforts that can be made to support business continuity, one of which is to create an effective marketing strategy during this Covid-19 period..

3. The third study is according to (Wijaya & Santoso, 2018) entitled Marketing Strategy in Increasing Room Occupancy At Hotel Bali Mandira Legian-Bali. Hotel Arya Duta Makassar has opportunities and strengths so that it can take advantage of existing opportunities. Because the swot analysis results that the strategy that must be taken is an aggressive strategy, the Arya Duta hotel must make aggressive breakthroughs in efforts to win quite tight competition in the hospitality world, especially 5-star hotels in the city of Makassar. These aggressive strategies can be in the form of 1) promotions, 2) tour packages and 3) providing facilities in the form of excellent services as superior services provided to guests.

4. The forth study is according to (Abdillah et al., 2019) with the title Promotion Strategy in Increasing Room Occupancy Rate at Grand Clarion Hotel & Convention Makassar. The data in

this study were obtained through observation, interviews and literature study. The strategy formulated in the SWOT analysis is a strategy to expand cooperative relationships; strategies to strengthen existing market share and develop the Asian market; strategies for creating new product variations; the strategy of determining the main market and developing promotional activities with the promotion mix; Strategy to create a positive image of the hotel; Strategy to improve service quality. The advice that can be given is that Sales Marketing & Public Relations can carry out promotions effectively and on target, so as to increase the room occupancy rate at Grand Clarion & Convention Makassar.

5. The fifth study is according to (Mayantari et al., 2017) with the title Application of Marketing Strategy in Supporting Reservations to Increase Room Occupancy Rates at Hotel Le Meridien Bali Jimbaran. The implementation of the marketing mix strategy in maintaining the market at Hotel Le Meridien Bali Jimbaran has been implemented well.

METHOD

The analysis used in this study is a SWOT analysis, which will explain the strengths, weaknesses, opportunities, and threats as a strategic formula for developing marketing strategies..

Types of data

1. Quantitative data, namely data in the form of numbers or numbers that can be calculated in units such as the number of guests staying at The Payogan Resort & Spa.
2. Qualitative data, namely data that is not in the form of numbers but in the form of written or verbal statements related to certain qualities or characteristics and describes the problems to be discussed in the study. This data is like the history of the hotel

Data Sources

1. Primary data is data collected and processed by researchers for the first time such as conducting interviews with hotel managers regarding the

marketing mix strategy used by The Payogan Resort & Spa hotel and interviews with parties related to research such as employees of The Payogan Resort & Spa, employees of competing companies and consumers of The Payogan Resort & Spa.

2. Secondary data is data obtained indirectly and has been processed by other parties or other institutions such as data on room occupancy rates at The Payogan Resort & Spa

Data Collection Procedure

Interview method is a way of collecting data by conducting questions and answers with the Department Head of Sales and Marketing.

Sampling

The sampling method used in this research is purposive sampling

Data analysis technique

SWOT Analysis

According to (Hidayati & Saptaria, 2020; Maulana & Ri'aeni, 2020), SWOT analysis is an important strategic planning tool to help planners to compare an organization's internal strengths and weaknesses with external opportunities and threats.

The tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses.

After knowing the results of the weighting on the EFAS and EFAS matrices, it can be continued and tested the IE (Internal External) matrix which aims as a benchmark for business performance and determines the business position of the company concerned, so that later it can determine what strategy is suitable to be used to achieve the target.

RESUTS AND DISCUSSION

The Payogan Resort has internal environmental factors consisting of strengths and weaknesses that can be used in an effort to increase room occupancy. Besides that, The Payogan

Resort & Spa, Ubud, Gianyar has external environmental factors consisting of opportunities and threats that need special attention. The following describes the internal and external environmental factors of The Payogan Resort & Spa, Ubud, Gianyar.

1. Internal Factor

a. *Strength*

The strengths of The Payogan Resort & Spa, Ubud, Gianyar are as follows:

- 1) It is a 5 star hotel which has a very strategic location close to shopping centers and can be reached in 15 minutes from Ubud City. The Payogan Resort & Spa, Ubud, Gianyar is also close to Mongkey Forest attractions, Tegallalang Rice Terrace, Gunung Lebah Temple, Gunung Kawi Temple, Alas Harum Bali.
- 2) Room rates offered are very competitive according to conditions. The Payogan Resort & Spa, Ubud, Gianyar offers room rates of Rp. 747,985,- per night.
- 3) Have complete hotel room facilities. The resort provides 23 traditional style private villas. Room facilities are designed like your own home which has air conditioning equipped with a kitchen. Rooms have private balconies, televisions, telephones, safes and writing desks.
- 4) Having friendly and welcoming staff is something to be proud of and a strength of The Payogan Resort & Spa, Ubud, Gianyar.
- 5) Have a restaurant with an interesting variety of food and drinks.
- 6) Get easy transportation. The Payogan Resort & Spa provides a shuttle service to the airport where this service is available 24 hours.
- 7) Have adequate facilities where there are barbecue facilities, yoga room, spa treatment room, outdoor swimming pool, picnic area, and gym room.
- 8) Have cooperation with travel agents such as traveloka, agoda, booking.com, expedia etc

b. *Weakness*

The Payogan Resort also has weaknesses that hinder the achievement of the expected goals, including::

- 1) Promotion has not been optimized.

For the time before this pandemic, promotions on The Payogan through social media such as Instragram and Facebook were still using the usual way, such as sharing products and discounts at The Payogan Resort. Haven't worked with influencers yet.

- 2) Speed in handling every guest request.

Because the existing villas are quite far from the lobby, restaurant, spa, gym, public swimming pool. Usually guests are facilitated with a buggy.

- 3) Speed of check in – and check out

Here the guests in the process of checking in and checking out are constrained by the location of the lobby which is quite far away, because they have to wait for a buggy. which is most often an obstacle during high sessions, because guests have to be picked up in turn .

- 4) Employee appearance is less attractive.

For now, the appearance of employees is considered less attractive because the hotel places employees over the age of 35 at the receptionist.

2. Eksternal Factors

a. *Opportunities*

The opportunities in increasing room occupancy to The Payogan Resort are as follows:

- 1) Domestic tourists are still optimistic about traveling. After the pandemic, which is still shrouded in uncertainty, tourists who still have the opportunity to restore tourism are domestic tourists. The contribution of domestic tourists who have so far contributed about 55 percent after the pandemic.
- 2) There is still an attitude from the community on the trust of The Payogan Resort. Where people who have stayed at The Payogan Resort & Spa are still loyal to use the products offered by the hotel.
- 3) There is government support in increasing tourist visits. Many programs have been carried out by the government in an effort to improve the

tourism sector. One of the programs is that the government prepares a budget of Rp. 3.8 trillion for various programs such as Tourism Grants and government policies on CHSE-based health protocols.

b. *threats*

The threats in increasing room occupancy to The Payogan Resort in the new normal era of covid-19 are as follows:

- 1) The stability of national and international security is not guaranteed, because there is still no certainty that the COVID-19 pandemic will end.
- 2) There is increased competition from similar hotels. The number of emerging new hotels, new tourist villages as a threat to The Payogan Resort & Spa because tourists have the freedom to choose the hotel that will be used by tourists, especially in the COVID-19 situation, all tourism accommodations provide very cheap prices and provide adequate facilities. .
- 3) There is a government policy that still does not allow foreign tourists to enter Indonesia, especially in Bali.
- 4) The high bargaining power of tourists to use The Payogan Resort & Spa products. This is because of the COVID-19 pandemic, all tourism accommodations in Bali provide very cheap prices so tourists are free to choose.

Marketing Strategy in Increasing Room Occupancy in the New Normal Era of the Covid-19 Pandemic At The Payogan Resort & Spa, Ubud, Gianyar.

A pandemic is the level or volume of the spread of a disease that is classified as the highest. A disease is said to be a pandemic if it has spread rapidly throughout the world with a high infection rate (Soetjipto, 2020). Even though the Corona virus has been declared a pandemic, WHO confirms that this pandemic can still be controlled. To break the chain of spread of COVID-19, WHO and the government recommend prevention, namely by limiting meetings or social interactions (Social Distancing), carrying out all activities at home (stay at home), recommendations for maintaining environmental and personal hygiene by

washing hands as often as possible with soap or hand sanitizer and spraying disinfectant in places with high risk of transmission until implementing PSBB (Large-Scale Social Restrictions). Social distancing is believed by some to be a powerful way to reduce the spread of infectious disease outbreaks. Although there has been no measurement of COVID-19, social distancing is now a strategy used to slow down the spread of this virus (Masrul et al., 2020).

From an economic point of view, as a result of the work from home policy, studying from home and the Large-Scale Social Restrictions (PSBB), entrepreneurs have suffered losses as a result of which many business places have closed due to lack of buyers, plus local policies that enforce social distancing and social distancing. curfew makes the atmosphere even more tense. As a result, many employees were forced to terminate their employment relationship. From a social and cultural point of view, there are also problems with the implementation of stay at home & social distancing, including the recommendation not to go home and the implementation of the PSBB, making social interaction very limited. With restrictions on movement and interaction, of course, it will have an impact on the tourism industry, whose industry focus is on service and interaction. Thus, the tourism industry has become the industry most affected by the COVID-19 pandemic which has caused many entrepreneurs in the tourism sector and tourism accommodation services to go out of business or close.

The impact of the COVID-19 pandemic has made the hotel industry really slumped and some hotels were forced to close operational activities and lay off a number of employees. In addition, there are several hotels that have been converted to medical personnel. Meanwhile, for hotels that are still open, generally as an effort to still earn income and implement rotating work hours to prevent the spread of the COVID-19 virus. With government regulations that have not allowed foreign tourists to enter Indonesia, especially Bali, the management of The

Payogan Resort must determine a strategy in increasing room occupancy, where the current target market is domestic tourists. This strategy analysis was carried out using a SWOT analysis (Strength, Weakness, Opportunity, and Threat). Conditions from within the hotel that are positive (strengths) and negative traits (weaknesses) are seen as internal factors, while factors originating from outside in the form of threats and opportunities are called external factors.

The stages of internal environmental analysis in the form of strengths and weaknesses of The Payogan Resort were carried out by conducting field observations and interviews with 10 respondents. The rating is obtained from the average rating of ten respondents. The rating criteria for the strength factor and opportunity factor are the value of one is very weak, the value of two is rather weak, the value of three is rather strong, and the value of four is very strong. As for the rating of the weakness factor and the threat factor, it is the opposite of the strength factor and opportunity factor.

CONCLUSION

Based on the research objectives that have been described, namely to determine the strengths, weaknesses, opportunities, and threats of The Payogan Resort & Spa, Ubud, Gianyar and To find out the marketing strategy in increasing room occupancy in the New Normal Era of the Covid-19 Pandemic At The Payogan Resort & Spa. Spa, Ubud, Gianyar. Then it is concluded as follows:

1. Strengths of The Payogan Resort & Spa, Ubud, Gianyar are having a strategic location, competitive room rates, complete room facilities, friendly staff, a restaurant with a variety of interesting food and drinks, easy transportation and adequate facilities. The weaknesses of The Payogan Resort & Spa, Ubud, Gianyar are that the promotion is not maximized, the speed of handling each guest's request, the speed of the check-in and check-out process, and the appearance of the employees is less attractive. Opportunities for The Payogan Resort

& Spa, Ubud, Gianyar are domestic tourists who are still optimistic about traveling, public attitudes are still high and there is support from the government. Threats of The Payogan Resort & Spa, Ubud, Gianyar are competition, government policies have not allowed foreign tourists, and the bargaining power of tourists.

2. Marketing strategy in increasing room occupancy in the New Normal Era of the Covid-19 Pandemic At The Payogan Resort & Spa, Ubud, Gianyar. Pricing strategies, digital marketing promotion strategies, strategies to increase cooperation with travel agents and other companies, tourism package development strategies and strategies to improve product quality and human resources.

Based on the conclusions obtained from this study, the advice that can be given in an effort to increase occupancy during the COVID-19 pandemic is that the management must continue to improve services in terms of promotion with the aim of increasing room occupancy rates.

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PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8
