

Marketing Strategies to Increase Room Occupancy at Jambuluwuk Oceano Seminyak Hotel

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ABSTRACT

Purpose: This study aims to see the strengths and weaknesses of internal factors as well as opportunities and threats of external factors and to formulate appropriate marketing strategies in increasing room occupancy rates at a 5-star hotel in Seminyak, Bali.

Research methods: Data collection methods used are observation, interviews, questionnaires, and document study. The data analysis technique is descriptive qualitative analysis, IFAS matrix (internal strategy factor), EFAS matrix (external strategy factor), SWOT analysis and SWOT matrix. The method of determining the sample is purposive sampling, namely selecting respondents with certain criteria with 6 respondents.

Results and discussion: There are 10 indicators of internal factors that become strengths, 5 indicators of internal factors that become weaknesses, 6 indicators of external factors that become opportunities, and 1 indicator of external factors that become threats. The results of the IE matrix research show that the strategy used is in column I, namely the growth strategy of the company itself.

Implication: The SWOT analysis resulted in 8 strategies, namely the SO strategy that can be applied such as increasing collaboration with other offline travel agents and holding activities by utilizing the attractiveness of local (Balinese) culture.

Keywords: hotel, room occupancy rate, SWOT, marketing mix.

INTRODUCTION

Bali is an island with a worldwide attraction and is known not only by domestic tourists but also by foreign tourists (Balistha, et al., 2022; Diantari, et al., 2022; Safitri, et al., 2022). With the expanding reach of tourism throughout the world, Bali also has a special place in the hearts of tourists, the government is increasingly aggressive in increasing the selling value of Bali tourism as evidenced by the various developments made to support tourism in Bali, one of which is hotel accommodation. However, in 2020 there was a decline in tourist visits to the island of Bali caused by the pandemic outbreak Covid-19. Therefore, Covid-19 pandemic is a challenge for the hotel industry in attracting tourist visits

to come on vacation to Bali. The number of foreign tourists to Bali can be seen in Table 1.

Table 1. Number of International Tourists to Bali Province in 2015-2020

No	Year	Number (People)	Growth (%)
1	2015	4.001.835	-
2	2016	4.927.937	23,14
3	2017	5.697.739	15,62
4	2018	6.070.473	6,54
5	2019	6.291.141	3,63
6	2020	1.050.060	-

[Source: the Central Bureau of Statistics of Bali Province, 2020]

It can be concluded that the number of foreign tourists to Bali province throughout 2020 decreased drastically to 54.47% from the previous year. This is due to the virus outbreak Covid-19 that hit the world. Of course, it will affect foreign tourists who want to do vacation in Bali. In increasing the number of domestic and international tourists visiting Bali during the pandemic era Covid-19, the government issued a policy of New Normal in which the government advised the public to keep their distance or not to congregate and required to use health protocols such as masks, face shields, hand gloves, and other health protocol tools. With this policy, each hotel tightens its health protocols for tourists, employees, and hotel supporting facilities.

One of the hotels that implement the health protocol is Jambuluwuk Oceano Seminyak Hotel. Jambuluwuk Oceano Seminyak Hotel is a 5 (five) star hotel located on Jalan Petitenget, Seminyak. This hotel has 138 rooms and provides various products other than rooms, namely, restaurant facilities, spa, gym (health club), swimming pool, kids club and other supporting facilities. Every hotel accommodation must have goals or targets in order to remain competitive and achieve a goal. In order to win the competition and achieve the hotel's target in gaining profit, the hotel carries out marketing activities aimed at getting consumers and being able to survive and win the competition in the hospitality business.

In accordance with the statement of the Ministry of Tourism and Creative Economy of the Republic of Indonesia (2020), the implementation of the marketing strategy certainly has an impact on the level of use of hotel facilities, especially the room occupancy rate. Barriers to tourism marketing include the absence of a comprehensive market research reference, partnership synergies, ongoing promotions, and uneven competitiveness. The obstacle that is currently the main problem with hotel accommodation is the drastic decline in room occupancy rates caused by the pandemic outbreak Covid-19. The room occupancy rate or room occupancy at Jambuluwuk Oceano Seminyak Hotel can be seen in Table 2.

Table 2. Room Occupancy Rate at Jambuluwuk Oceano Seminyak Hotel Year 2017 – 2020

No	Year	Room Sold	Room Revenue	Occupancy (%)
1	2017	12.809	8,145,660,592	35%
2	2018	29.318	14,564,261,617	60%
3	2019	35.533	20,148,997,872	73%
4	2020	9.719	4,668,796,422	21%

[Source: Jambuluwuk Oceano Seminyak Hotel, 2020]

In Table 2, the room occupancy rate at Jambuluwuk Oceano Seminyak Hotel in 2017 - 2020 was fluctuated. In 2017, the room occupancy rate was 35%; in 2018 the room occupancy rate (Room Occupancy) was 60%, in 2019 the room occupancy rate by 73% and in 2020 the room occupancy rate experienced a very drastic decline of up to 52% from the previous year.

Good cooperation from various parties involved and targeted marketing strategies are needed, such as by Wijaya & Santoso (2018) and Hardiani et al. (2022). The parties involved such as the Sales & Marketing Department and all employees in the hotel must be able to work together to find the right marketing strategy to increase the optimal room occupancy rate (Dewi et al., 2022) or maintain revenue in the Covid-19 pandemic season. Room occupancy rate is a percentage of rooms that are rented out to guests compared to the total number of rooms that are rented which are calculated over a period of time, for example daily, monthly, to yearly (Damardjati, 2006). A hotel business is declared successful or reaches the target if the room occupancy rate is high (Sulastiyono, 2011).

Strategy is defined as a process of determining the plans of top leaders that focus on the long-term goals of the organization, accompanied by the preparation of a method or efforts to achieve these goals (Wibowo et al., 2015). Furthermore, Yoeti (2013:164) defines strategy in the opinion that strategy is needed so that planning can be carried out as practically and specifically as possible, so that it must include considerations and adjustments to the reactions of people and parties affected by these marketing activities.

Marketing is a process that can determine consumer demand for a product or service, to motivate sales of the product/service and distribute it to final consumers by obtaining profits or profits (Tjiptono, 2013). Marketing is a social activity and an arrangement carried out by individuals or groups of people with the aim of achieving their goals by making products and exchanging them for a certain nominal amount to other parties (Widodo, 2018). Based on the description above, it can be concluded that marketing is a process that can determine customer or consumer demand for a product or service that aims to obtain a profit or profit that is satisfied through the conception, promotion, distribution and exchange of an item.

Marketing strategy is a process that begins by scanning the business environment, both internal and external. This is done and needed to understand many aspects of the external environment with the aim of being able to compete with the focus of attention, namely the technological aspect, the weakness of

which is the basis for the hotel's strategy. If the match between the opportunities and threats faced by the hotel with the strengths and weaknesses of the hotel itself is appropriate, then the strategy is well formulated (Wijyanthi et al., 2020). Marketing strategy is a fundamental plan to achieve industry goals by increasing competitive advantage that is used to serve the targeted market (Sholihin, 2019). According to H. Abdul Manap (2016) Marketing mix or Marketing Mix is a strategy that mixes all marketing activities in order to create combinations so as to get results in accordance with the objectives (Manap, 2016).

The previous researches relevant to the research under study are: 1) Marketing Strategy of Waka Namya Resort & Spa Ubud-Bali by Anggreni (2015). This study aims to determine the appropriate alternative marketing strategy applied at Waka Namya Resort & Spa Ubud. The location of this research at Waka Namya Resort & Spa Ubud-Bali uses data collection methods by observation, interviews, documentation, using data analysis techniques, namely qualitative descriptive analysis with the help of the SWOT matrix (Anggreni et al., 2015). 2) Marketing Strategy to Increase Sales Volume at Cavinton Hotel Yogyakarta by T. Prasetyo Hadi Atmoko (2018). This study aims to determine the marketing strategy to increase the number of sales of Cavinton Hotel Yogyakarta. The location of this research at Cavinton Hotel Yogyakarta uses data collection methods with observations, interviews, and literature studies (T. Prasetyo Hadi Atmoko, 2018). 3) Promotion Strategy to Increase Room Occupancy at Grand Clarion Hotel & Convention Makassar by H. Syakir Abdullah, Anak Agung Putri Sri, Fanny Maharani Suarka (2019). This study aims to formulate strategies and promotional programs that can be applied at Grand Clarion Hotel & Convention Makassar. The results of the discussion concluded that the promotion strategy at Grand Clarion Hotel & Convention Makassar comes from advertising, personal selling, sales promotion, public relations and publicity and is influenced by external factors of the company. The location of this research at Grand Clarion Hotel & Convention Makassar uses data collection methods by observation, interviews, and literature study (Abdullah et al., 2019). 4) The Implementation of Marketing Mix to Increase Room Sales by Ni Luh Putu Wahyuntari, I Gusti Putu Sutarma, Dewa Made Suria Antara (2020). This study aims to determine the effect of applying the marketing mix to increase room sales in 4-star hotels in Indonesia. Kuta, Badung. The data analysis technique of this research uses descriptive quantitative methods with SPSS program analysis (Wahyuntari et al., 2020). 5) Developing a Marketing Strategy to Increase the Occupancy Rate: Case Study Hotel XYZ by Farah Hani Andini and Deddy Priatmodjo Koesrindartoto (2020). This research aims to help XYZ Hotel to increase the room occupancy rate so that they can survive in business in this industry. Several strategies will be used in this study to increase the room occupancy rate. This research data analysis technique uses PEST analysis, competitor analysis, customer analysis and virtual hotel operator analysis and business model canvas (Andini & Koesrindartoto, 2020).

RESEARCH METHODS

This research was conducted at Jambuluwuk Oceano Seminyak Hotel, located in the Seminyak area, which is located at Petitenget Street No. 108, Kerobokan Kelod, Kec. North Kuta, Badung Regency, Bali. The location of

Jambuluwuk Oceano Seminyak Hotel is very strategic, and it is easy to reach tourist attractions in the Seminyak, Kuta and Legian areas.

Research variable is an attribute, value/nature of objects, individuals/activities that have certain variations between one and another that have been determined by researchers to be studied and searched for information and conclusions are drawn (Ridha, 2017). The variables used in this study are internal variables and external variables. Internal variables are variables that come from the company. Internal variables in this study include strengths and weaknesses using the 7P marketing strategy as an object or guide in marketing at Jambuluwuk Oceano Seminyak Hotel, while the 7P marketing strategies are: product, price, place, promotion, people, physical evidence, and process. External variables are variables that include opportunities and threats that can be obtained from outside the Jambuluwuk Oceano Seminyak Hotel, in this study which are included in external factors, namely: competitors, politics & legislation, technology, economic environment, and socio-cultural environment. The types of data in this study are quantitative data and qualitative data.

The qualitative data needed in this study is an overview or history of the hotel, the hotel's organizational structure, and the marketing strategy used by sales & marketing at Jambuluwuk Oceano Seminyak Hotel. Quantitative data used in this study is data on the number of room occupancy rates and the results of questionnaires.

This study uses purposive sampling technique. According to Sugiyono (2015) purposive sampling is a sampling technique with certain considerations or special selection (Sugiyono, 2015). That is, the selected respondents are considered to know all the expected information, making it easier for researchers to obtain information or explore the object under study. The quantitative data were obtained from 6 respondents, namely: Sales & Marketing Manager, Assistant Sales & Marketing Manager, Graphic Design + Marcom, Front Office Manager, Executive Housekeeper and Reservation at Jambuluwuk Oceano Seminyak Hotel. These respondents are very influential in information about internal and external factors and have a role in determining marketing strategies both in product marketing. In this study, data collection methods are interviews, observations, documentation, and questionnaires.

The data analysis technique used was descriptive qualitative analysis. Qualitative Descriptive Analysis according to Bungin (2017: 68) qualitative descriptive design aims to describe, summarize various conditions, various situations or various social reality phenomena that exist in the hotel which is the object of research and seeks to draw that reality to the surface as a feature, character, description, about certain conditions, situations or phenomena (Bungin, 2017). In this study, descriptive qualitative analysis was used to describe the information obtained through interviews with informants, which were related to the strengths, weaknesses, opportunities, and threats for Jambuluwuk Oceano Seminyak.

The data of internal and external factors obtained will be analyzed using IFAS and EFAS Matrix Analysis which aims to determine the condition of Jambuluwuk Oceano Seminyak Hotel. After giving the weight and rating of each factor, both internal and external, the research results are matched with the IE Matrix diagram (internal-external). This IE Matrix Diagram can identify 9 cells of

a company's strategy but in principle the nine cells can be grouped into three, namely: 1) Growth Strategy, namely the growth of the company itself (cells 1, 2, and 5) or verified efforts (cells 7 and 8). 2) Stability Strategy is a strategy that is implemented without changing the direction of the established strategy (cell 4). 3) Retrenchment Strategy is an effort to minimize or reduce the company's efforts. SWOT analysis is a systematic identification of various factors to formulate corporate strategy (Rangkuti, 2006: 18). This analysis is based on logic that maximizes Strengths and Opportunities, but simultaneously minimizes Weaknesses and Threats. The tool used to develop the company's strategic factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the company and can be adjusted to the strengths and weaknesses it has. Furthermore, this matrix will produce 4 cells of possible alternative strategies that can be applied by the company. In this case the company in question is Jambuluwuk Oceano Seminyak Hotel.

RESULTS AND DISCUSSION

Analysis of Strengths-Weaknesses

The results of the questionnaire analysis show that the internal variable indicators that have the largest to the lowest weighted values affect the marketing activities of Jambuluwuk Oceano Seminyak Hotel. The average weighting given by each respondent can be seen in table 3.

Table 3. Weighting Internal Environment

No	Categories	Internal Factor Indicators	Weight
1	Product	Have complete and adequate facilities according to 5 star hotel standards	0.08
2		Have 9 types of rooms or types room	0.07
3		Have a pool view	0.06
4		Cleanliness of the hotel building and its surroundings	0.06
5	Price	Special price or promo from the room price given by sales & marketing when promoting rooms	0.07
6	Place	The hotel is strategically located in the Seminyak area and close to the beach	0.06
7		Has access to the lobby	0.06
8	Promotion	Promotion through online media	0.08
9		Cooperation with Travel Agent	0.07
10		Hotel employees are fluent in foreign languages	0.06
11	People	Hospitality of hotel staff to guests	0.07
12		Motivation of hotel employees to increase room occupancy	0.06

13	Process	Work in accordance with standard operating hotel procedures	0.07
14	Physical Evidence	Design interior & exterior of the hotel, especially hotel rooms	0.07
15		Availability of a large parking area	0.06
TOTAL			1.00

[Source: data processed by the authors]

Based on the results of the analysis as shown in table 3, it can be seen from the results of the weight assessment given by respondents to each factor indicator Internally, it can be said that the indicator has complete and adequate facilities according to 5-star hotel standards, promotion through online media gets the highest weight, which is 0.08 which means it is very influential on the applied marketing strategy. The next indicator is having 9 types of rooms or room types, special prices or promos from room prices given by sales & marketing when promoting rooms, good cooperation between travel agents, hospitality of hotel staff to guests, working in accordance with standard hotel operating procedures, interior design and exterior, especially hotel rooms, get a weight of 0.07, which means this indicator can have an effect on attracting tourists to stay at Jambuluwuk Oceano Seminyak Hotel. Furthermore, the indicators have a pool view, the cleanliness of the hotel building and its surroundings, the strategic location of the hotel in the Seminyak area and close to the beach has access to the lobby, hotel employees master foreign languages well, the motivation of hotel employees in increasing room occupancy rates, the availability of parking spaces broad area gets a weight of 0.06.

The next step after giving weight to the internal factors is the rating of the internal environmental indicators by 6 respondents from hotel management. Strengths and Weaknesses are determined through the average rating of all internal indicators, which is 2.99. Internal indicators that have an average rating of more than 2.99 are considered as strengths while those with an average rating of less than 2.99 are assessed as weaknesses. The results of the analysis of internal indicators are in Table 4.

Table 4. Internal Environmental Rating Assessment

No	Categories	Internal Factor Indicators	Rating	Description
1	Product	Have complete and adequate facilities according to 5 star hotel standards	3.50	Strength
2		Have 9 types of rooms or types room	3.17	Strength
3		Have a pool view	2.50	Weakness
4		Cleanliness of the hotel building and its surroundings	2.50	Weakness

5	Price	Special price or promo from the room price given by sales & marketing when promoting rooms	3.17	Strength
6	Place	The hotel is strategically located in the Seminyak area and close to the beach	3.17	Strength
7		Has access to the lobby	2.50	Weakness
8	Promotion	Promotion through online media	3.17	Strength
9		Cooperation with Travel Agent	3.33	Strength
10	People	Hotel employees are fluent in foreign languages	3.17	Strength
11		Hospitality of hotel staff to guests	3.33	Strength
12		Motivation of hotel employees to increase room occupancy	2.67	Weakness
13	Process	Work in accordance with standard operating hotel procedures	3.00	Strength
14	Physical Evidence	Design interior & exterior of the hotel, especially hotel rooms	3.17	Strength
15		Availability of a large parking area	2.50	Weakness
Total			44.85	
Average			2.99	

[Source: data processed by the authors]

Based on the rating in Table 4, it can be concluded that the analysis of internal factors that are factors of strength and weakness carried out at Jambuluwuk Oceano Seminyak Hotel is using the 7P marketing mix approach. which explains the condition of the internal factors in the marketing mix as a marketing strategy. It can be seen that from 15 internal indicators it is known that the strengths are in the indicators: 1,2,5,6,8,9,10,11,13 and 14 while the weaknesses are in the indicators: 3,4,7, 12 and 15.

Analysis of Opportunities-Threats

Based on the results of the questionnaires distributed, it can be seen that each respondent gave a different assessment. The following results of the analysis of the weighting of the external factors of Jambuluwuk Oceano Seminyak Hotel can be seen in Table 5.

Table 5. Weighting of the External Environment

No	Category	External Factor Indicators	Weight
1	Competitors	The number of hotels that are similar to Jambuluwuk Oceano Seminyak hotel	0.14
2		Type of rooms that vary with the cheap price of competitors	0.15

3	Politics and legislation	Security hotel environment conducive	0.15
4	Technology	Advances in technology are rapidly	0.14
5	Economic Environment	inflation rate is stable	0.13
6	Environment	Community support around the Hotel	0.14
7	Social & Culture	Local cultural attraction	0.15
Total			1.00

[Source: data processed by the author]

Based on the results of the analysis as shown in Table 5, it can be seen from the results of the weight assessment given by respondents to each external factor indicator, it can be said that on the room type indicators that vary with low prices with competitors, the attractiveness of local culture gets a weight of 0.15 which means it is very influential on the applied marketing strategy. The next indicator is the number of hotels similar to Jambuluwuk Oceano Seminyak Hotel, rapid technological advances, community support around the hotel getting a weight of 0.14 which means this indicator has an effect on marketing activities. Furthermore, the indicator of a stable inflation rate gets a weight of 0.13.

The next stage after giving weight to external factors is the rating assessment of external environmental indicators by 6 respondents from hotel management. Opportunities and threats are determined by looking at the average rating of all external indicators, which is 3.12. External indicators that have an average rating of more than 3.12 are considered as opportunities, while external indicators that have an average rating of less than 3.12 are considered as threats. The results of the analysis of external indicators in the form of Table 6.

Table 6. Rating External Environment

No.	Category	External Factor Indicators	Rating	Description
1	Competitors	The number of hotels that are similar to Jambuluwuk Oceano Seminyak hotel	2.50	Threat
2		Type of rooms that vary with the cheap price of competitors	3.17	Opportunity
3	Politics and legislation	Security hotel environment conducive	3.33	Opportunity
4	Technology	Advances in technology are rapidly	3.17	Opportunity
5	Economic Environment	inflation rate is stable	3.17	Opportunity
6	Environment	Community support around the Hotel	3.33	Opportunity
7	Social & Culture	Local cultural attraction	3.17	Opportunity

Total	21.84
Average	3.12

[Source: data processed by the author]

The following will explain the variables that become opportunities and threats for Jambuluwuk Oceano Seminyak Hotel from each indicator. It can be seen that from 7 internal indicators it is known that opportunities (opportunities) are found in indicators 2,3,4,5,6, and 7 while threats (threats).

Analysis of Marketing Strategies

Matrix analysis IFAS (Internal Factor Analysis Summary) is an analytical method used to determine how much influence the internal factors analyzed. After determining the rating and weight of the internal factors, the next step is to determine the score (weighted total) of each indicator in obtaining the total weighted value as shown in Table 7.

Table 7. IFAS (Internal Factor Analysis Summary)

Internal Strategy Factors		Weight	Rating	Score
No	Strengths			
1	Having complete and adequate facilities according to 5 star hotel standards	0.08	3.50	0.28
2	Having 9 types of rooms or room types	0.07	3.17	0.22
3	Special prices or promos from room prices given by sales & marketing when promoting rooms	0.07	3.17	0.22
4	Strategic hotel location that located in the Seminyak area and close to the beach	0.06	3.17	0.19
5	Promotion through online media	0.08	3.17	0.25
6	cooperation with Travel Agent	0.07	3.33	0.23
7	Hotel employees are fluent in foreign languages	0.06	3.17	0.19
8	Hospitality of hotel staff to guests	0.07	3.33	0.23
9	Work in accordance with standard hotel operating procedures	0.07	3.00	0.21
10	Interior & exterior design, especially hotel rooms	0.07	3.17	0.22
	Weaknesses			
1	Having a pool view	0.06	2.50	0.15
2	Cleanliness of the hotel building and its surroundings	0.06	2.50	0.15
3	Having access to the lobby	0.06	2.50	0.15

4	Motivation of hotel employees in increasing the room occupancy rate	0.06	2.67	0.16
5	Availability of a large parking area	0.06	2.50	0.15
Total		1.00		3.02

[Source: data processed by the authors]

Based on the results of the analysis of the internal environment as presented in Table 7, the results of the multiplication of weights and ratings, the total weighted score is 3.02 for the IFAS Matrix.

EFAS (External Factor Analysis Summary) matrix analysis is an analytical method used to determine how much influence the external factors are analyzed. After determining the rating and weight of the internal factors, the next step is to determine the score (weighted total) of each indicator in obtaining the total weighted value as shown in Table 8.

Tabel 8. EFAS (External Factor Analysis Summary)

Internal Strategy Factors		Weight	Rating	Score
No	Opportunities			
1	Varied room types with low prices from competitors	0.15	3.17	0.48
2	Conducive hotel security	0.15	3.33	0.50
3	Rapid technological advances	0.14	3.17	0.44
4	Stable inflation rate	0.13	3.17	0.41
5	Community support around the hotel	0.14	3.33	0.47
6	Power local cultural attraction	0.15	3.17	0.48
Threats				
7	Number of similar hotels to Jambuluwuk Oceano Seminyak hotel	0.14	2.50	0.35
Total		1.00		3.12

[Source: data processed by the authors]

Based on the results of the analysis of the external environment as presented in Table 8 above, that is the result of multiplying the weights and ratings, the total weighted score is 3.12 for the EFAS Matrix.

After analyzing the internal and external environment, the next step is to move the total score into the IE (Internal-External) matrix. In the previous calculation, it is known that the total score on the IFAS is 3.02. while the total score on EFAS is 3.12, so the position of Jambuluwuk Oceano Seminyak Hotel in the IE matrix can be seen in Table 9.

Table 9. Matriks IE Jambuluwuk Oceano Seminyak Hotel

(3.02)

		Total Score of Internal Strategy Factors		
		High 3,0 – 4,00	Average 2,0 – 2,99	Weak 1,0 – 1,99
Total Score external Strategy Factors	High 3,0 – 4,00 (3.12)	I GROWTH Concentration through vertical integration	II GROWTH Concentration through horizontal integration	III RETRENCHME NT Turn Around
	Medium 2,0 – 2,99	IV STABILITY Be Careful	V GROWTH Concentration through integration STABILITY No change in profit strategy	VI RETRENCHME NT captive Company atau Divestment
	Low 1,0 – 1,99	VII GROWTH Concentric Diversification	VIII GROWTH Conglomerate Diversification	IX LIKUIDASI Bankruptcy or Liquidation

Table 9 shows the position of Jambuluwuk Oceano Seminyak Hotel is in cell I in the internal – external matrix. Cell I shows that the marketing strategy by Jambuluwuk Oceano Seminyak Hotel is at the stage of the company's growth strategy with concentration through vertical integration. The growth strategy aims to achieve growth in sales, assets, profits or a combination of the three. In this case, it is the main strategy for companies that have a strong competitive market position (high market share) in a highly attractive industry. In order to increase the room occupancy rate, Jambuluwuk Oceano Seminyak Hotel carried out efforts, namely expanding the reach of promotions with online travel agents, offline travel agents, social media advertising boards and Jambuluwuk Oceano Seminyak Hotel several times inviting the capital's artists to participate in the event. promoting hotel products, especially hotel rooms and providing special promos or prices for guests who want to stay at Jambuluwuk Oceano Seminyak Hotel.

After analyzing the position of Jambuluwuk Oceano Seminyak Hotel on the IE (Internal – External) matrix, the next step is choosing the right marketing strategy to be applied to Jambuluwuk Oceano Seminyak Hotel using the SWOT matrix. In this SWOT matrix, all the strengths, weaknesses, opportunities and threats will be matched. This aims to obtain a marketing strategy that can be applied to Jambuluwuk Oceano Seminyak Hotel. The SWOT matrix is divided into four groups in formulating strategies that can be applied (alternative strategies), namely: a) SO (Strength-Opportunities) strategy, which is to use all strengths to seize and take advantage of the maximum opportunities that

Jambuluwuk Oceano Seminyak Hotel has. b) ST (Strength-Threats) strategy, which is to use the company's strengths to overcome the threats posed by Jambuluwuk Oceano Seminyak Hotel. c) WO (Weakness-Opportunity) Strategy, this strategy is implemented based on the utilization of existing opportunities by minimizing the weaknesses of Jambuluwuk Oceano Seminyak Hotel. d) WT Strategy (Weakness-Threats), This strategy is based on activities that are defensive in nature and try to minimize existing weaknesses and avoid threats that Jambuluwuk Oceano Seminyak Hotel has. Based on this description, alternative strategies can be formulated to increase food and beverage sales, which can be seen in Table 10.

Table 10. SWOT Analysis Matrix

IFAS	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. Has complete and adequate facilities according to 5-star hotel standards 2. Has 9 types of rooms or types of rooms 3. Special prices or promos from room prices given by sales & marketing when promoting room 4. The hotel's strategic location is in the Seminyak area and close to beaches 5. Promotion through online media 6. Good cooperation with Travel Agent 7. Employees are fluent in foreign languages 8. Hospitality of hotel staff to guests 9. Work in accordance with standard hotel operating procedures 10. Hotel interior & exterior design, especially hotel rooms 	<ol style="list-style-type: none"> 1. Has pool views 2. Cleanliness of the hotel building and its surroundings 3. Have access to lobby 4. Motivation of hotel employees in increasing room occupancy 5. Availability of a large parking area
EFAS		

Opportunities (O)	Strategy SO	Strategy WO
1. Varied room types at lower prices than competitors 2. Conducive hotel environment security 3. Rapid technological advances 4. Stable inflation rate 5. Community support around Hotel 6. Local cultural attraction	1. Strategy to increase cooperation with other offline travel agents. 2. The strategy of holding activities by utilizing the attractiveness of local culture	1. The strategy utilizes technological advances in marketing the product 2. Strategies to maintain building cleanliness and renovate damaged rooms
Threats (T)	Strategy ST	Strategy WT
1. There are many similar hotels to Jambuluwuk Oceano Seminyak hotel	1. Strategy to create products that conform with the current trend 2. Strategies to develop hotel employees' skills in good mastery of foreign languages	1. Increased employee motivation strategies in marketing the product 2. Strategies to find a large parking area near the hotel area in the face of competition

There are several indicators of internal factors used in this study that become strengths in the marketing mix as a marketing strategy at Jambuluwuk Oceano Seminyak Hotel. a) Having complete and adequate facilities according to the standard of a 5 star hotel. b) Having 9 types of rooms or room types. In this case, Jambuluwuk Oceano Seminyak Hotel has 9 different types of rooms such as Superior Room Twin/King, Deluxe Twin/King, Deluxe Premier, Disable Room Superior Twin, Disable Room Deluxe Twin, Junior Suite, Jambuluwuk Suite, Jambuluwuk Premier Suite, Family suites. c) Special prices or promos from room rates given by sales & marketing when promoting rooms. Based on the results of interviews with Sales & Marketing Managers, the price for rooms sold at Jambuluwuk Oceano Seinyak Hotel starts from Rp. 700,000/night. The hotel also provides special prices or promos on certain days such as major holidays. d) The strategic location of the hotel which is in the Seminyak area and close to the beach. Jambuluwuk Oceano Seminyak Hotel is located close to the beach and tourist attractions in the Seminyak area and its surroundings. The distance from the hotel to Ngurah Rai International Airport is approximately 10 km or approximately 20 minutes driving. e) Promotion through online media. Based on the results of interviews with Sales & Marketing Managers, Jambuluwuk Oceano Seminyak Hotel conducts promotions with billboards through online media such

as Instagram, Facebook, Twitter and so on. f) Good cooperation between travel agents. This is done to introduce the products owned by the hotel so that the hotel can benefit and increase the occupancy rate of hotel rooms. g) Hotel employees are fluent in foreign languages. With this, each employee who has a good command of foreign languages is very helpful in the process of providing services to guests and is very important in the tourism service industry such as hotels because it can facilitate communication between employees and guests. h) Hospitality of hotel staff to guests. Employees or staff at Jambuluwuk Oceano Seminyak Hotel are very friendly to staying guests, such as implementing the 3S (Smile, Greetings, Greetings) which must be done by all employees or staff who work at Jambuluwuk Oceano Seminyak Hotel, so that it makes guests who stay feel satisfied with the service provided. i) Work in accordance with standard hotel operating procedures. It aims to provide professional service and make tourists who stay feel satisfied with the services provided by hotel staff during their stay at Jambuluwuk Oceano Seminyak Hotel. j) Interior and exterior design, especially hotel rooms. The interior and exterior designs used at Jambuluwuk Oceano Seminyak Hotel are modern balinese, where modern balinese designs are interior and exterior designs that are thick with Balinese cultural carvings combined with modern luxurious and elegant designs, especially in hotel rooms.

There are several indicators of internal factors used in this study which are weaknesses in the marketing mix as a marketing strategy at Jambuluwuk Oceano Seminyak Hotel. a) Has a pool view, In this case, Jambuluwuk Oceano Seminyak Hotel only has a pool view, which only has rooms with a pool view, which seems less attractive to tourists to stay at Jambuluwuk Oceano Seminyak Hotel. b) Cleanliness of the hotel building and its surroundings, in this case, the rooms on the lower floor (LG floor) at Jambuluwuk Oceano Seminyak Hotel are often exposed to rainwater and experience flooding, causing an unpleasant odor that seems a bit shabby or dirty and there are some rooms that are less renovated so that they have a less than good impression or are not clean. c) Having access to the lobby, Jambuluwuk Oceano Seminyak Hotel which has access to the lobby is a weakness from internal factors. This is because Jambuluwuk Oceano Seminyak Hotel only has pedestrian access to the lobby or it can be said that it does not have vehicle access to the lobby. d) Motivation of hotel employees in increasing room occupancy rates. In this case, employees or staff who work at Jambuluwuk Oceano Seminyak Hotel are not given incentives in an effort to increase room occupancy rates which cause hotel employees or staff to be unmotivated and do not have the enthusiasm to increase the level of occupancy. room occupancy. e) Availability of a large parking area, In this case, Jambuluwuk Oceano Seminyak Hotel does not have a large parking area and only has parking in the basement area. Which in addition to parking vehicles for overnight tourists, the parking area is also used by employees/staff at Jambuluwuk Oceano Seminyak Hotel.

There are several indicators of external factors used in this study which become opportunities from external factors that affect the marketing strategy at Jambuluwuk Oceano Seminyak Hotel. a) Varied room types at lower prices than competitors. This can make Jambuluwuk Oceano Seminyak Hotel have the opportunity to attract the attention of tourists or potential guests who will stay and aim to increase hotel room occupancy. b) The security of a conducive hotel

environment, In this case, a conducive hotel environment can attract tourists to visit Jambuluwuk Oceano Seminyak. c) Rapid technological progress, Technological progress has an effect on hotel operations. This can be an opportunity for Jambuluwuk Oceano Seminyak Hotel in carrying out hotel operational activities and making it easier for employees or staff to work and serve guests. d) Stable inflation rate, the rupiah exchange rate can influence the decision of tourists who want to visit Indonesia, especially to Bali, and can affect the level of tourist visits.

e) Community support around the hotel, the support of the surrounding community can be used as an opportunity to increase income by collaborating with accommodation service providers and motorbike and car rentals to make it easier for guests to travel to a tourist attraction in Bali. f) The attraction of local culture, the attraction of Balinese culture is in great demand by foreign tourists, especially the culture of Bali Melasti, where in the Peti Tenget area the surrounding community does melasti by walking to Peti Tenget Beach This is the main attraction to attract tourists to visit Bali, especially in the Peti Tenget area, Seminyak.

There are indicators of external factors used in this study which pose a threat from external factors that affect the marketing strategy at Jambuluwuk Oceano Seminyak Hotel. a) The number of hotels similar to Jambuluwuk Oceano Seminyak Hotel. The number of hotels similar to Jambuluwuk Oceano Seminyak Hotel can be a threat to Jambuluwuk Oceano Seminyak Hotel and create intense competition. This is due to the emergence of hotels similar to Jambuluwuk Oceano Seminyak Hotel which offer the same facilities and services.

In determining the marketing strategy that can be applied to increase room occupancy rates at Jambuluwuk Oceano Seminyak Hotel, a SWOT analysis has previously been carried out with the following stages:

1. IFAS (Internal) Matrix Factor Analysis Summary)

Previously, an analysis was carried out with the score (weighted total) from the IFAS matrix in table 7 was 3.02.

2. EFAS Matrix (External Factor Analysis Summary)

Previously, an analysis has been carried out with the acquisition of a score (weighted total) from the EFAS matrix in table 8 is 3.12.

3. IE Matrix (Internal-External)

The IE Matrix (Internal-External) is used to determine the position of marketing strategy at Jambuluwuk Oceano Seminyak Hotel. After analyzing the IFAS (Internal Factor Analysis Summary) matrix with a total weighted of 3.02 and the EFAS (External Factor Analysis Summary) matrix with a total weight of 3.12, then the scores (weighted total) are transferred to the IE (Internal-External) matrix table. The results of the IE Matrix analysis in table 9 shows that the position of the marketing strategy of Jambuluwuk Oceano Seminyak Hotel is in cell I. The position of cell I shows that the marketing strategy of Jambuluwuk Oceano Seminyak Hotel is at the stage of the company's growth strategy with concentration through vertical integration. The growth strategy aims to achieve growth in sales, assets, profits or a combination of the three. In this case, it is the main strategy for companies that have a strong competitive market position (high market share) in a highly attractive industry. In order to increase the room occupancy rate, Jambuluwuk Oceano Seminyak

Hotel made efforts, namely expanding the reach of promotions with online travel agents, offline travel agents, social media advertising boards and Jambuluwuk Oceano Seminyak Hotel several times inviting the capital's artists to participate in the event. promoting hotel products, especially hotel rooms and providing special promos or prices for guests who want to stay at Jambuluwuk Oceano Seminyak Hotel. The results of the formulation of the Internal-External matrix will be used as consideration in formulating alternative strategies technically and concretely in the SWOT matrix analysis.

4. SWOT Matrix

SWOT Matrix will be matched with all indicators of internal factors that are opportunities and threats. From the results of the SWOT matrix analysis in table 10 and based on the authors' interview with the Sales & Marketing Manager as well as the results of observations or observations made by the authors during the study, eight alternative strategies were obtained, namely strategies that can be applied and implemented by the Sales & Marketing department at Jambuluwuk Oceano Seminyak Hotel to increase room occupancy through marketing strategies. The following is an explanation of eight alternative strategies, namely:

- a. SO (Strengths-Opportunities) Strategy: a) Strategy to increase cooperation with other offline travel agents. b) Strategy of conducting activities by utilizing the attractiveness of local culture (Balinese Culture)
- b. ST Strategy (Strengths-Threats): a) Strategy of creating products that are in accordance with current trends. b) Strategy to develop hotel employees' ability in mastering foreign languages well
- c. WO (Weaknesses-Opportunities) Strategy: a) Strategy to utilize rapid technological advances in marketing products. b) Strategy to keep the building clean and renovate damaged rooms
- d. WT (Weaknesses-Threats) Strategy: a) Strategy to increase employee motivation in marketing products. b) The strategy of finding a large parking area near the hotel area in the face of competition.

CONCLUSION

Jambuluwuk Oceano Seminyak Hotel has strengths, weaknesses as well as opportunities and threats. There are 10 indicators of internal factors that are the strengths of Jambuluwuk Oceano Seminyak Hotel, namely having complete and adequate room facilities according to 5-star hotel standards, having 9 types of rooms or room types, special prices or promos from room prices given by sales & marketing when promoting rooms, strategic hotel location in the Seminyak area and close to the beach, promotion through online media, good cooperation with Travel Agents, hotel employees master foreign languages well, hospitality of hotel staff to guests, work in accordance with standard hotel operating procedures and has interior and exterior designs, especially hotel rooms using modern Balinese designs. There are 5 indicators of internal factors that are weaknesses, namely only having a pool view, the cleanliness of the hotel building and its surroundings which seem shabby because of puddles on the LG floor corridor, not having vehicle access to the lobby or only having access for pedestrians, lack of motivation hotel employees in increasing the room occupancy rate and do not have the availability of a large parking area. Furthermore, there are 6 indicators

of external factors that can be used as opportunities by Jambuluwuk Oceano Seminyak Hotel, namely the type of room from Jambuluwuk Oceano Seminyak Hotel that varies with lower prices than competitors, conducive hotel environment security, rapid technological progress, stable inflation rate, support the community around the Hotel as well as the local cultural attraction. Meanwhile, the threat is that there are many hotels similar to Jambuluwuk Oceano Seminyak Hotel that sell similar products such as rooms, restaurants, and hotel support facilities.

The marketing strategy that can be applied by the sales & marketing department based on the current strategy conditions is in cell I of the company's growth strategy stage with concentration through vertical integration. The growth strategy aims to achieve growth in sales, assets, profits or a combination of the three. Therefore, there are 8 strategies that can be applied to increase the room occupancy rate at Jambuluwuk Oceano Seminyak Hotel, namely 2 strategies that use strength by seizing maximum opportunities (SO Strategy), namely the strategy of increasing collaboration with other offline travel agents and the strategy of holding activities with other travel agents. take advantage of the attractiveness of local culture (Balinese culture). There are 2 strategies that use strength to overcome existing threats (ST Strategy), namely the strategy of creating products that are in accordance with current trends and the strategy of developing the ability of hotel employees to master foreign languages well. There are 2 strategies that minimize weaknesses by taking advantage of opportunities (WO Strategy), namely by utilizing rapid technological advances in marketing products and strategies to maintain building cleanliness and renovating damaged rooms. There are 2 strategies used to minimize weaknesses and threats (WT Strategy), namely the strategy of increasing employee motivation in marketing products and the strategy of finding a large parking area near the hotel area in the face of competition.

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