

Yield Management Strategy in Increasing Room Occupancy in The New Normal Era

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ABSTRACT

Purpose: The purpose of this study is to find out what are strategies in increasing the occupancy rate of the new normal era at The Westin Resort & Spa Ubud, Bali and to determine the yield management strategy in increasing occupancy rates in the new normal era at The Westin Resort & Spa Ubud, Bali.

Research methods: The types of data used are qualitative and quantitative data. Data collection methods used in this study were observation, interviews, questionnaires, and literature study. The data analysis technique used is descriptive qualitative and quantitative methods. This study uses a marketing mix approach with a SWOT analysis using the 7P indicator.

Results and discussion: Yield management strategies that can be used to increase room occupancy are expanding market share and working partners with travel agents, increasing promotions based on information technology and utilizing social media, strengthening local culture on products to be sold, providing valet parking for guests, providing technology application training to staff regularly to improve staff quality and performance, creating and developing products according to current trends.

Implication: The Westin Resort & Spa Ubud, Bali is in a growth stage.

Keywords: yield management, room occupancy, new normal, SWOT.

INTRODUCTION

Hotels in general are accommodation business entities or companies that provide services to the general public by providing lodging services, food and beverage providers, room services, and laundry services (Nurnawati & Ardyusmarryya, 2017). A Hotel is a type of accommodation that is managed commercially and professionally, provided for everyone to get services, lodging, food and beverages, and other service facilities. (Bagyono, 2012) This facility is intended for those who spend the night at the hotel or those who only use certain facilities owned by the hotel (Kusuma, et al, 2022; Paramita, et al., 2022; Safitri et al, 2022).

The weakening of the tourism industry due to Covid-19 had a major impact on hotels in Bali (Hasan et al., 2022; Safitri et al., 2022), especially The Westin Resort & Spa Ubud, which experienced a decline in occupancy rates.

The following is the occupancy rate of The Westin Resort & Spa Ubud, Bali in 2020:

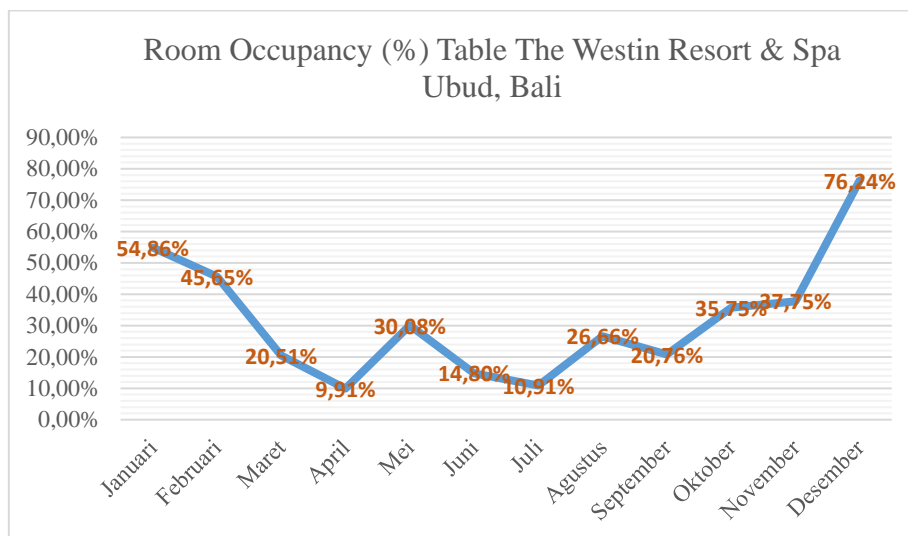


Figure 1. Occupancy of The Westin Resort & Spa Ubud, Bali in 2020
[Source: The Westin Resort & Spa Ubud, 2020]

Based on Figure 1, there is a decrease in the occupancy at The Westin Resort & Spa Ubud, Bali. The decrease in the room occupancy at The Westin Resort & Spa Ubud, Bali can be seen in January by 54.86 percent, down to 45.65 percent, and in March by 20.51 percent. April fell to 9.91 percent. The impact of Covid-19 in the hotel is the decline in hotel occupancy because the hotel sector had stopped for some time resulting in a decrease in tourist visits, both local or foreign tourists.

According to Khaer & Utomo (2012), hotel room occupancy is the number of rooms occupied divided by available rooms multiplied by 100%. The occupancy is one of the elements for calculating hotel income (Hardiani et al., 2022). Putri & Kristiutami (2016) stated that the room occupancy rate states a condition to the extent to which the number of rooms sold when compared with the total number of rooms that can be sold.

This is the toughest challenge for The Westin Resort & Spa Ubud, Bali is a very new hotel, in a pandemic condition, it must maintain its existence in this new normal era. New normal itself is a way of handling the acceleration of COVID-19 in health, economic, and social aspects, of course with SOPs that must be reviewed first, especially with the health protocol that is applied during the implementation of the new normal (Gumantan et al., 2020). New Normal was developed as the most widely used expression since the spread of the pandemic. The COVID-19 pandemic marked 2020 with one of the greatest public health crises of all time, threatening to claim millions of lives. This has already started a massive economic crisis, triggering further negative consequences for human life, well-being and lifestyle. The term “New Normal” gives the illusion that we are entering a new paradigm where once the pandemic is over and a vaccine is available. A new way of life and values will emerge. (Alraouf, 2021).

According to Chandler (Rangkuti, 2018), strategy is a tool to achieve company goals concerning long-term goals, follow-up programs, as well as resource allocation priorities. The effort of The Westin Resort & Spa Ubud, Bali to survive is by implementing a yield management/revenue management strategy. Yield management is defined as the practice of selling several commodities at discriminatory prices to maximize revenue. It is also known as revenue management (Koide & Ishii, 2005). El Haddad, Roper & Jones in Salzburg (2014) stated revenue management, also known as yield management, is an important instrument for matching supply and demand by dividing customers into different segments based on their purchase intentions and allocating capacity to different segments in a way that maximizes the revenue of a particular company. Yield Management is a variable pricing tactic based on understanding, anticipation, and desire to influence consumer behavior to maximize income or profit from perishable fixed resources (Sahut et al., 2016). Bandalouski et al in Pesch & Kovalyov (2015) defines yield management/revenue management as a tool that links room supply with demand and maximizes hotel revenue by dividing customers into different categories based on their booking options and current hotel capacity. The implementation of yield management at The Westin Resort & Spa Ubud, Bali uses the 7P marketing mix approach as an indicator to produce products that are in line with target consumers.

Kotler & Kaller (2012: 56) quoted by (Amalia, 2016) wrote that marketing mix or marketing mix is the distribution and communication of customer values (customer value) to the market. The marketing mix is a fundamental theory in marketing that drives the performance of the desired behavior and helps achieve the desired marketing objectives in the target market by controlling the combination of mixed elements, according to Neil Borden (1964) cited in (Lim, 2020) The marketing mix is defined as the elements of organizational control that can be used to satisfy or to communicate with consumers. The marketing mix consists of four P's: product, place, promotion, and price. However, the strategy for the 4 Ps requires some modifications when applied to services. In addition to the 4 Ps, marketing mix services include people, physical evidence, and processes. (Supriyanto & Taali, 2018) In developing a marketing strategy, it is developed by implementing a marketing mix or what is known as the marketing mix or 7P strategy. The indicators of the 7P marketing mix consist of: Product, Price, Place, Promotion, People, Process, and Physical Evidence. This indicator is the basis for producing the right product, at the right price, at the right time, which in this case focuses on The Westin Resort & Spa Ubud, Bali.

RESEARCH METHODS

The Westin Resort & Spa Ubud, Bali, located on Jl. Raya Lod Tunduh, Br. Kengetan, Singakerta Village, Ubud, Bali is one of the 5-star hotels under the auspices of the Marriott International Group. This hotel has been established 10 years ago, but officially opened on December 29, 2019. The object of this research is the yield management strategy in increasing room occupancy through the 7P marketing mix approach (product, price, place, and promotion) in the new normal era at The Westin Resort & Spa Ubud, Bali. The types of data used in this research are qualitative and quantitative data. The data sources used are divided into two, namely primary and secondary data. Primary data in the form of

information in the oral form obtained by the author from the source (Saepudin, 2011) and this data is raw data that will later be processed for certain purposes according to needs, for example, the preparation of a student's final project (thesis/dissertation).

Primary data in this study were obtained through questionnaires by respondents. Secondary data is data used in the form of written data obtained from various sources related to research objectives. (Saepudin, 2011) The secondary data in this study is in the form of SNSL promo price data at The Westin Resort & Spa Ubud, Bali. Informants were selected purposively (by having inclusion criteria) and key persons. Key-person is a key person who can be considered to represent the institution because he knows deeply about the object under study (Maiti & Bidinger, 2011). This key person is used if the researcher has understood the initial information about the object of research and research informants so that it requires a key person to conduct in-depth interviews, the key person in this study is 7 people, namely: Revenue Manager of The Westin Resort & Spa Ubud, Bali, Sales & Marketing Manager The Westin Resort & Spa Ubud, Bali, Reservation Supervisor The Westin Resort & Spa Ubud, Bali, Executive Markom The Westin Resort & Spa Ubud Bali, Front Office Manager The Westin Resort & Spa Ubud, Bali, Assistance Front Office Manager The Westin Resort & Spa Ubud, Bali, Executive Housekeeper The Westin Resort & Spa Ubud, Bali. The key person was chosen because he thought he knew information about internal and external factors and played a role in formulating marketing strategies,

Data collection methods in this study were observation, interviews, questionnaires, and literature study. In this study, the method used is descriptive qualitative and quantitative methods. According to Strauss and Corbin in Sujarweni (2015), qualitative research is the type of research that produces findings that cannot be achieved (obtained) using statistical procedures or other methods of quantification (measurement). Meanwhile, quantitative descriptive analysis is research conducted with the main objective to provide an objective description or description of a situation (Sujarweni, 2015). Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know. In this study, quantitative descriptive was used to interpret the numbers obtained from the weighting and ratings on the IFAS and EFAS matrices, and the IE Matrix.

RESULTS AND DISCUSSION

After distributing questionnaires to 7 respondents, scores were obtained from each indicator (internal and external). The next stage is data processing using IFAS and EFAS matrix analysis to obtain a total score of each factor. The total score will be used to determine the position of The Westin Resort & Spa Ubud, Bali in the IE matrix table. After knowing the position of the hotel, an analysis of the yield management strategy that can be used in the new normal era is carried out using the SWOT matrix.

Internal Factor Analysis

Internal factors in this study are the strengths and weaknesses of The Westin Resort & Spa Ubud, Bali. The total score on the internal factors will be

used to determine the position of the X-axis in the IE matrix table. Details of the IFAS matrix analysis are presented in table 1.

Table 1. Strengths and Weaknesses of The Westin Resort & Spa Ubud, Bali

No	Category	Indicator Internal Factors	Quality	Rating	Skor	Information
1	Product	Have an interesting product	0.070	3.86	0.269	Main Strength
2		Offer products that match consumer interests	0.070	4.00	0.279	Main Strength
3	Price	Prices are very competitive with other competitors	0.062	3.57	0.221	Main Strength
4		Offers a price that matches the quality	0.070	3.14	0.219	Little Power
5	Place	Has a strategic location, good road access and easy to reach	0.059	2.86	0.170	Little Power
6		Has a large parking area	0.062	2.14	0.133	Minor Weaknesses
7	Promotion	Hotels have various promotions	0.072	4.00	0.289	Main Strength
8		Always actively promoting on social media	0.065	3.57	0.231	Main Strength
9	People	Hospitality of hotel staff to guests	0.070	3.71	0.259	Main Strength
10		Staff mastery of product knowledge	0.059	3.00	0.178	Little Power
11	Process	Motivate staff in increasing promotions	0.070	2.57	0.179	Little Power
12		Process staff in serving customers	0.067	2.29	0.154	Minor Weaknesses
13	Physical Evidence	Attractive interior and exterior	0.067	3.57	0.240	Main Strength
14		Has complete facilities	0.067	3.29	0.221	Main Strength
15		Cleanliness of the hotel building and its surroundings	0.070	3.43	0.239	Main Strength
Total			1.000	49.00	3.282	

After processing the data using the IFAS matrix as shown in table 1, the total score for internal factors is 3.282.

External Factor Analysis

After analyzing the internal factors, then an analysis of the external factors consisting of opportunities and threats is conducted. The total score of external factors will be used to determine the Y-axis in the IE matrix table. Details of the EFAS matrix analysis are presented in Table 2.

Table 2. Opportunities and Threats Of The Westin Resort & Spa Ubud, Bali

No	Category	Indicator Eksternal Factors	Quality	Rating	Skor	Information
1	Competitive	Many similar accommodations at low prices	0.094	2.29	0.214	little threat
2	Politic & Legacy	The security of the island of Bali is quite conducive	0.123	3.29	0.405	Big opportunities
3		Unpredictable political situation	0.123	2.57	0.317	small chance
4		Central and local government regulations	0.128	2.14	0.274	little threat
5	Economic	Central and local government regulations	0.128	2.00	0.256	little threat
6	Technology	Kemajuan teknologi yang pesat	0.133	3.86	0.513	Big opportunities
7	Social & Culture	Gaya hidup masyarakat yang berkembang	0.138	4.00	0.552	Big opportunities
8		Local cultural attraction	0.133	3.86	0.513	Big opportunities
Total			1.000	24.00	3.044	

After processing the data using the EFAS matrix as shown in table 2, the total score for external factors is 3,044.

Marketing Strategy Analysis

After knowing the total score of internal factors and external factors. The next stage is to determine the position of The Westin Resort & Spa Ubud, Bali on the IE matrix table, making it easier to determine what strategy to use. The position of IFAS is on the X-axis and EFAS is on the Y-axis, as Table 3:

Table 3. IE Matrix

		Internal			
		STRONG	AVERAGE	WEAK	
		4.0	3.0	2.0	1.0
External	HIGH	3.0	I Growth	II Growth	III Collapse
	MEDIUM	2.0	IV Stability	V Growth Stability	VI Collapse
	LOW	1.0	VII Growth	VIII Growth	IX Liquidity

Based on Table 4, the position of The Westin Resort & Spa Ubud, Bali is in the cell I with an IFAS score of 3,282 in a strong condition and an EFAS score of 3,044 in a high condition. Cell I is expressed at the growth strategy stage with

concentration through vertical integration. The growth strategy is created to achieve the growth of a company in terms of sales, assets, profits, or all three by innovating products and services, lowering prices, developing new products, increasing access to a wider market than before, improving the quality of products and services owned. , and cell I (concentration through vertical integration), which means the hotel has a high market share position in the tourism industry with high attractiveness. The Westin Resort & Spa Ubud, Bali should make efforts to minimize costs and inefficient operations to control the quality of products and services to increase the strength of the hotel. Based on these results, the next step is to determine a yield management strategy that can be used by The Westin Resort & Spa Ubud, Bali to increase the occupancy rate in the new normal era using the SWOT matrix. These strategies are summarized in 4 cells, namely SO strategy, ST strategy, WO strategy, and WT strategy as shown in Table 5: The Westin Resort & Spa Ubud, Bali to increase the occupancy rate in the new normal era by using the SWOT matrix. These strategies are summarized in 4 cells, namely SO strategy, ST strategy, WO strategy, and WT strategy as shown in Table 4:

Table 4. SWOT Matrix

IFAS / EFAS	Strength	Weakness
	<ol style="list-style-type: none"> 1. Have an interesting product 2. Offering products according to consumer interest 3. Competitive prices with other competitors 4. Offering a price that matches the quality 5. Has a strategic location, good road access, and easy to reach 6. Hotels have various promotions 7. Always actively promoting on social media 8. The hospitality of hotel staff to guests 9. Staff mastery of product knowledge 10. Motivate staff in increasing promotions 11. Attractive interior and exterior 12. Has complete facilities 	<ol style="list-style-type: none"> 1. Does not have a large parking area 2. Process staff in serving customers

	13. Cleanliness of the hotel and its surroundings	
Opportunities 1. The safety of the island of Bali is quite conducive 2. Unpredictable political situation 3. Rapid technological advances 4. Developing community lifestyle 5. Local cultural attraction	SO Strategy Strategies that use strengths to take advantage of opportunities 1. Expand market share and partner with travel agents. (S1-7, O4) 2. Increasing information technology-based promotions and utilizing social media (S1-7, O3) 3. Strengthen local culture in the products to be sold (S1-7, O5) 4. Creating products according to current trends (S1-7, O4)	WO Strategy Strategies that minimize weaknesses to take advantage of opportunities 1. Provide valet parking for guests (W1, O1) 2. Provide training or training to all staff regularly to improve staff performance. (W2, O4) 3. Provide technology application training to improve service quality. (W2, O3)
Threat 1. Many similar accommodations at low prices 2. Central and local government regulations 3. Economic conditions in the new normal era	ST strategy A strategy that uses strength to avoid threats 1. Develop existing products with more unique and attractive innovations to increase purchasing power. (S1-13, T1) 2. Providing promo prices that are cheaper than competitors' prices to attract consumers' interest (S1-7, T3)	WT Strategy A strategy that minimizes weaknesses to avoid threats 1. Provide better service compared to competitors (W2, T1) 2. Expanding the parking area, by renting available land near the hotel area (W1, T3)

Based on Table 4, each strategy is described as follows:

1. Strength – Opportunities (SO) Strategy

Based on the strengths and opportunities of The Westin Resort & Spa Ubud, Bali, 5 alternative strategies were produced in this SO.

a. Expand market share and partner with travel agents.

Expanding market share and partners is one strategy that can be used to increase the occupancy rate at The Westin Resort & Spa Ubud, Bali. If the market share increases, the demand will also increase. The Westin Resort & Spa Ubud, Bali's market share are Europe, UK & US (International Market), but since COVID-19 the market share has shifted to the domestic market by targeting groups and individual travelers.

- b. Increasing promotions based on information technology and utilizing social media.
To increase the promotion of The Westin Resort & Spa Ubud, Bali can take advantage of technology and social media that are widely used by people in conducting promotions, for example: bringing in influencers to help market products, inviting consumers to share their moments while staying, and sharing promotions that interesting through social media.
 - c. Strengthen local culture in the products to be sold
Local culture is the biggest tourist attraction, therefore it must strengthen local culture by inserting it into the products to be sold. For example, making activities such as Balinese Dress & Praying Ritual, serving Balinese food, unique spa series, and so on.
 - d. Creating products according to current trends
The emergence of similar products based on current interests and trends can easily attract consumers' interest. In general, consumers will always be interested and have more attention to the latest trend developments. Therefore, the hotel can indirectly find out the current interests of consumers. For example, nowadays people capture every moment with photos or videos, which will later be shared on social media which will attract the attention of their social media friends. In this way, the hotel strives to arrange the rooms and decorations to make them look aesthetic and provide various interesting and instagrammable photo spots in the hotel area. So that this will attract the attention of other consumers to spend the night at The Westin Resort & Spa Ubud, Bali.
2. Weakness – Opportunities (WO) Strategy
 - a. Provide valet parking for guests
By providing valet parking facilities, we can provide comfort and convenience for guests staying at the hotel by helping them to park their vehicles. So even with a narrow parking lot, the hotel can still manage the parking lot to the maximum.
 - b. Provide training or training to all staff regularly
The more intense the competition, the hotel must improve the quality of services provided by training all hotel staff so that the prices and facilities provided are competitive but the quality of service received is very satisfying.
 3. Strategy Strength – Threat (ST)
 - a. Develop existing products with more unique and interesting innovations to increase purchasing power.
One of the strategies that The Westin Resort & Spa Ubud, Bali can use in using strength to avoid threats is to improve its products by modifying them so that they become products that are superior to competitors. For example, combining products, by providing a "Save Now, Stay Later" promo which combines room and food & beverage products to attract consumers' attention. By offering an offer of IDR 1.000.000,- for a 2 night stay in a Deluxe Garden View room and includes breakfast for 2 people.
 - b. Providing promo prices that are cheaper than competitors' prices to attract consumers.

Make various kinds of promos that are cheaper and more attractive than other competitors every month on certain days, for example, Galungan & Kuningan Promo, Chinese New Year Promo, Christmas Promo, and various other big days. One example of the promo is “Stay a Little Longer With Me This Lebaran” staying at a Deluxe Garden View room for Rp. 1.000.000,- net/room/night, includes breakfast for 2 people, free access to Westin Family Kids Club, infinity pool, gym, and Wellness Activity.

4. Weakness – Treat (WT) Strategy

a. Provide better service compared to competitors

Getting the best service is the dream of every guest, therefore hotel staff must always provide the best service for guests staying so that guests have a pleasant stay experience and label The Westin Resort & Spa Ubud hotel as a hotel with the best service compared to other hotels.

b. Expand the parking area, by renting available land near the hotel area

By providing a large parking area, during peak season consumers will not complain because they do not get a parking space, which will affect the level of consumer comfort. In addition, increasing the parking area by renting vacant land near the hotel, will increase income for the surrounding villages. Which can help the regional economy.

CONCLUSION

From the results of the analysis and description in the previous chapter of the internal and external factors of The Westin Resort & Spa Ubud, Bali, the following conclusions can be drawn: Internal factors that become strengths are having attractive products, offering products according to consumer interests, competitive prices with other competitors, offering prices that are following quality, having a strategic location, good road access, and easy to reach, the hotel has various promotions. , always actively carrying out promotions on social media, the hospitality of hotel staff to guests, staff mastery of product knowledge, motivating staff to improve promotions, attractive interior and exterior, complete facilities, cleanliness of the hotel and its surroundings. While the internal factors that become weaknesses are not having a large parking area and staff processes in serving consumers. External factors that become opportunities are the security of the island of Bali which is quite conducive, unpredictable political situation, rapid technological advances, developing people's lifestyles, and the attractiveness of local culture. The external factors that pose a threat are many similar accommodations at low prices, central and regional government regulations, and economic conditions in the new normal era.

The marketing strategies that can be applied by The Westin Resort & Spa Ubud, Bali are as follows: expand market share and partner with travel agents; increase information technology-based promotions and utilizing social media; strengthen local culture in the products to be sold: create products according to current trends; provide valet parking for guests; provide training or training to all staff regularly to improve staff performance; provide technology application training to improve service quality; develop existing products with more unique and attractive innovations to increase purchasing power; provide promo prices that are cheaper than competitors' prices to attract consumers; provide better

service compared to competitors; expand the parking area, by renting available land near the hotel area.

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