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Analysis of the Urban Millennial Travelers' Intention

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ABSTRACT

Purpose: This study aims to identify the main factors that influence the travel intention of urban millennial travelers and why travel intentions are essential to be studied by stakeholders.

Research methods: This research uses a qualitative descriptive approach, which implications travel intention from the point of view of urban millennial travelers to the main factors that affect travel intention. Travel Intention became a unit of analysis and the main focus of this research. Purposive sampling techniques were used to establish the sample number of this study, which is 100 respondents.

Results and discussion: The results showed that the identification of travel intention popular among urban millennial travelers in Jakarta four important factors significantly affect the quality of the place that is the leading destination of urban people in Jakarta. The factors are, self-conformity, attitude, destination image, and perceived quality.

Implication: The attitude became a reasonably popular factor that the respondents chose.

Keywords: travel intention, millennials urban traveler, TCL model.

INTRODUCTION

Travel Intention is the subjective perception of consumers to travel with a specific purpose (Crompton, et al, 2013; Baker & Crompton, 2000). Travel Intention is based on mental processes and transformations between motivation into behavior where there is a link with the TCL (Travel Carrer Ladder) model where motivational factors will lead to Travel Intention (Jang, 2009). The Travel Carrier Ladder Model (TCL Model) refers to five needs, namely physiological, safety or security, relationships, self-esteem or development, and fulfillment (Pearce, 1998). The reference to the TCL model relates to evidence for the fulfillment of self-esteem and development wherein the end travel intention leads to motivation, as shown in Figure 1.

The urban millennial travelers' lifestyle (UMT Lifestyle) defines the concept of vacation as a basic need. The concept of free time is interpreted with the meaning of "happiest" so that budget needs are not a big problem for urban millennial travelers. Based on this condition, travel intention for this segment is relatively large, supported by changes in the meaning of the concept of leisure and lifestyle.

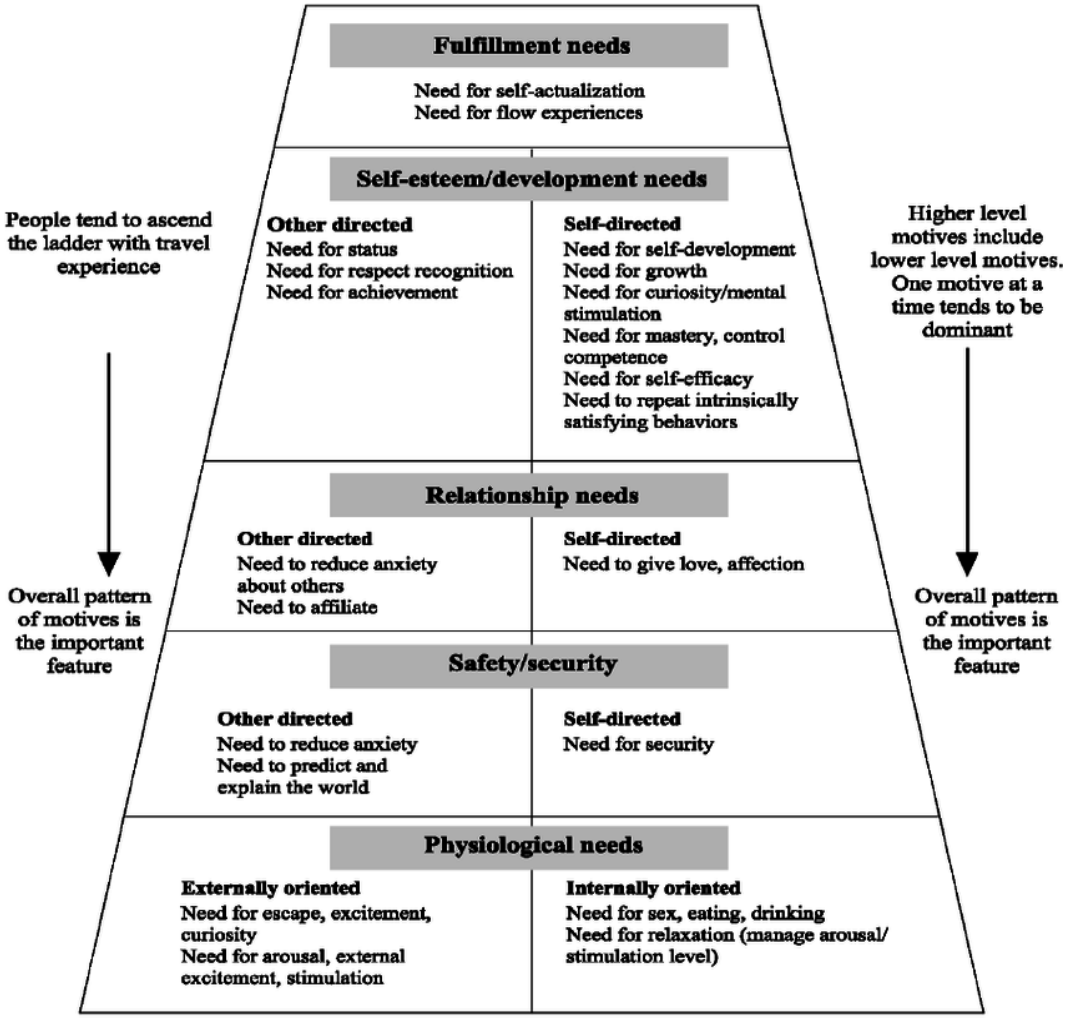


Figure 1. Model of travel career ladder
[Source: Pearce, 1998]

RESEARCH METHODS

The research method used is descriptive qualitative by describing certain phenomena related to the focus of this research. This descriptive approach will provide an overview of the Identification of Travel Intentions that are popular among urban millennial travelers. The population of this research is urban millennial travelers in the city of Jakarta, who visit tourist destinations in big cities, with the selection of popular and unpopular tourist objects. The research instrument is the researcher himself with a questionnaire as a tool. The variable in this study is Travel Intention, while the sub-variables in the study are described in table 1.

The operational definition of the variable will provide information based on the characteristics that can be observed from the focus of this research. The definition of this variable will be explained in table 2.

This study uses primary data and secondary data, where primary data is data obtained directly from the object understudies such as interviews, questionnaires, and direct observation. While secondary data is data that is already in finished form and can be obtained from various agencies or institutions

relevant to this research, namely in the form of documentation such as photos or other important documents (Adi, 2004).

Table 1: Factors that affect travel intention

	Sub Variable	Indicators
Factors that affect travel intention	1. Travel intention	1.1 Atmosphere of tourist attraction 1.2 Attractions in tourist attraction 1.3 Attraction safety 1.4 Availability of facilities 1.5 Resources Attractions
	2. Self-conformity	2.1 Keeping tourist attractions clean 2.2 Maintaining the comfort of tourist attractions
	3. Attitude	3.1 Cleanliness of tourist attraction 3.2 Complete facilities 3.3 Quality of service at tourist attractions 3.4 Information center 3.5 Souvenirs 3.6 Accommodation quality
	4. Destination image	4.1 Convenience 4.2 Cleanliness 4.3 Security 4.4 Quality of service 4.5 Transportation availability 4.6 Food quality

[Source: Author Processed Data, 2021]

Table 2: Definition of Research Variables

No.	Variable/sub variable	Definition of variable/sub variable
1	Travel intention	Tourist intention possessed by tourists to come to a tourist destination.
2	Self-conformity	Tourists will behave based on their self-concepts such as values and lifestyle to feel safe and protected because it is inspired by the need for self-consistency, where people are guided to behave constantly with their true self-image.
3	Attitude	A person's behavior or behavior in interacting with other people is accompanied by a tendency to act in accordance with that attitude.
4	Destination image	Tourist destinations that have attractive attributes can be a motivating factor for tourists to come to the place.
5	Perceived quality	The customer's perception of the quality and overall superiority of the product or service with respect to the stated objectives, relative to the alternatives.

[Source: Processed Data, 2021]

RESULTS AND DISCUSSION

Referring to many studies, travel intention is based on attitudes and preferences (attitudes) towards products or brands (Martin, 2004). Based on. Psychological and functional variables often influence behavior towards goals that lead to travel intention (Wu, 2015). Psychological in terms of emotions

characterized by intense feelings (Prayag, Hosany 201, 2013; Gossens, 2000). Meanwhile, functional ensures that certain goals must be achieved by being met by features and environmental support in the destination area (Orth, Limon & Rose, 2010; Traurer & Ryan, 2005). The next study by Shimn, Gehrt and Siek, explained that younger people have a stronger intention to travel in the future (Wu, 2005).

In this section, two things will be explained, namely the profile of the urban millennial traveler and the characteristics of the travel intention of the urban millennial traveler, namely urban millennial traveler profile and characteristics of travel intention.

Six categories were defined to describe the profile of Urban Millennial Travelers, such as gender, marital status, age, occupation, income, and education. Based on the data filled in by the respondents, it is obtained data that describes the profile of urban millennial travelers, namely women dominate with a percentage of 51% single status, which has an age range of 24-29 years, employees or entrepreneurs become the dominant profession of urban millennial travelers with income more than 10 million per month.

This study also described the results of 12 indicators ranging from (1) Information sought in online features, (2) Tourist attractions that are usually visited, (3) The purpose of coming to tourist attractions, (4) Factors that encourage people to come to tourist attractions. tourism, (5) Visiting time, (6) Intensity of visit, (7) Visiting pattern, (8) Social media used to find information, (9) Type of transportation used, (10) Cost incurred, (11) Activities carried out in tourist attractions, (12) The importance of carrying out tourism activities. Conclusions can be drawn in Table 3.

Table 3: Result of 12 Indicators

No	Indicator	Chosen answer	Respondents' respons
1	Information sought in online features	Photos/Pictures	42
2	Commonly visited tourist spots	Mall	38
3	The purpose of coming to tourist attractions	Holiday	73
4	Factors that encourage to come to tourist attractions	Conditions of unique and thematic tourist attractions	35
5	Visit Time	weekend	76
6	Visiting intensity	Each month	37
7	Visiting Pattern	With friends	45
8	Social media used to find information	Instagram	55
9	Type of transportation used	Private vehicle	38
10	Cost incurred	1-2 million visits	28
11	Activities carried out at tourist attractions	city tour	55
12	The importance of doing tourism activities	Get out of the routine	79

[Source: Processed data, 2021]

Based on field observations and the results of questionnaires distributed to 100 urban millennial travelers, it turns out that there are several factors that are quite selective in their assessment, namely self-conformity, attitude, destination image, and perceived quality. Based on the respondents' answers to

questions about the factors that support travel intention, the scores for each of these factors are obtained as follows.

Table 4: Respondents' answer scores on travel intention factors

No.	Intention factors	Score
1	Self-conformity	2057
2	Attitude	2098
3	Destination Image	2028
4	Perceived Quality	2067

[Source: Processed data, 2021]

This shows that attitude is one of the important factors in supporting travel intention in urban millennial travelers because the attitude of visitors affects the quality of the tourist destinations visited. such as cleanliness, security, and quality of facilities at tourist attractions that are well maintained. This condition encourages urban millennial travelers to actively provide positive comments on their personal social media, which have many followers. So that the information conveyed becomes viral and even becomes a trending topic.

The importance of identifying popular travel intentions in urban millennial travelers is to find out in general the characteristics of urban millennial travelers in traveling activities. It's the same as they prefer the mall for a vacation and get rid of fatigue from their daily routine. When visiting these places, they prefer to go with their friends compared to going alone, they also prefer to use public transportation to come to these places, and they usually use Instagram to find information about the tourist attractions they are going to. The visiting time that urban communities have to fill their spare time is usually once a month, and the costs they spend to visit these places based on the results of this study range from Rp.300,000 to Rp.500,000. Another reason they choose malls as an alternative for their vacation is that malls have a comfortable, clean, and safe place to visit. From the results of this study, it can be a reference for the parties concerned such as mall entrepreneurs, owners of transportation services, and managers of tourist objects to be able to know for sure the needs and desires of customers and tourists so that there is a match between the service products offered and created with their needs and desires.

CONCLUSION

Based on the results of the research and discussion, the author will conclude into several points as follows: (1) Factors influencing travel intention that are popular among Urban Millennial Travelers, namely self-compatibility, attitude, destination image, and perceived quality. Based on the results of the research above, the factor that most influences travel intention is attitude. Because of the results of the research that the authors did, most of the attitudes or attitudes of the urban community in the city of Jakarta tend to be more appreciative and follow the regulations that exist in these tourist attractions.

The quality of the facilities at the tourist attraction can be well maintained so as to encourage the interest of visitors to visit the place again; (2) From the identification process of travel intentions, which is popular among Urban Millennial Travelers, that urban millennial travelers in Jakarta prefer to fill their spare time by going on vacation and shopping at the mall with their friends; (3)

The importance of identifying travel intentions that are popular among Urban Millennial Travelers in the city of Jakarta is to find out what factors influence travel intentions and to know in general the characteristics of Urban Millennial Travelers in carrying out tourism activities.

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Implementation of Offline Travel Agent Promotion Model to Increase Room Occupancy

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ABSTRACT

Purpose: The purpose of this research is to find out the implementation of a promotion model for offline travel agents at The Ritz-Carlton Bali, Indonesia, and to find out how is the influence of reservation through offline travel agents to increase room occupancy at the hotel.

Research methods: The data analysis technique was carried out with qualitative analysis and quantitative analysis. Qualitative analysis is performed on primary data by interview and direct observation, to find out the promotional model carried out at hotel for offline travel agents in an effort to increase room occupancy at The Ritz-Carlton Bali. Quantitative analysis is performed on secondary data, such as classic assumption test, simple linear regression analysis, correlation analysis, t-test, and coefficient of determination by using SPSS version 25.

Results and discussion: Nowadays the accommodation competition in tourism industries is very tight and The Ritz-Carlton Bali is trying to win the competition by implementing the offline travel agent promotion model in an effort to increase room occupancy rate.

Implication: Based on the result of coefficient determination in this study, reservation through offline travel agent has significant influence to the room occupancy rate of 54,8% while 45,2% is influenced by other factors.

Keywords: promotion, reservation, offline travel agent, room occupancy.

INTRODUCTION

Hotel is a type of accommodation that provides a part or the whole building to provide lodging services, food and beverages, and other services to the public, which are managed commercially (Sulastiyono, 2006). With the increasing number of tourist visits followed by the hotel growth, the hotel has collaborations with various parties as potential sources of reservations it is expected to bring in guests and increase the hotel occupancy. There are 9 sources of reservation that can be contested in raising hotel occupancy rates, namely: individuals, airline companies, travel agents, companies, governments, central booking offices, car rental companies, airport representatives and event organizers (Sambodo, 2006).

Until now day, travel agent is being potential hotel business partner in increasing room occupancy (Dewi et al, 2018) both offline travel agents and online travel agents. Offline travel agent is a travel agent who sells travel related

products and services to customer and also has role as wholesaler, tour organizer, middleman, and adviser between the suppliers and customers (Elhaj & Barakeh, 2015). While online travel agent is a travel agent who acts as a medium for online promotion and sales through the website, online travel agent website is a website managed by OTA that distributes and facilities booking with tourism business provider (Australian Tourism Data Warehouse, 2013). In this internet era, online travel agents are one of the modern businesses that currently get booming. Online users have a significant influence on online booking, especially changing the hotel business model to be based more on digital data (Thakran & Verma, 2013; Ye et al., 2011).

Although offline travel agents have an important role as a liaison for tourists and hotels, the development of technology and the internet seems to change the traditional relationship between hotels and travel agents. At present online travel agents appear not only as intermediaries but also more as business partners or vendors (Law et al., 2007; Lee et al., 2015), therefore online travel agent (OTA) is considered to have a huge impact on sales and promotions through online media. This fact is supported by studies suggesting hotels low occupancy rates and low average sales prices to collaborate with online travel agents (Ling et al., 2014).

Bali is well-known as one of the tourism icons by domestic and foreign tourists (Wiwin, 2019), therefore it is not surprising that the number of tourist arrival to bali has increased. The number of tourists increased makes the competition in the accommodation business especially hotel become more stringent. One of the leading hotels in Bali is The Ritz-Carlton Bali. The Ritz-Carlton Bali is a five-star hotel located on Jalan Raya Nusa Dua Selatan Lot III Sawangan, Nusa Dua Bali. This hotel cooperates with various parties which is considered as potential sources of reservation. Reservation sources that have big impact to contribute in increasing the room occupancy in this hotel are travel agents both offline and online travel agents. Collaborating with travel agent is not an easy thing, the hotel needs a surefire strategy to attract a travel agent to become a business partner with hotel, the strategy applied in The Ritz-Carlton Bali to attract travel agent attention is doing the maximum promotion in various travel agent companies. The following are room night data generated by offline and online travel agents in 2017-2019 which have an important role in efforts to increase the room occupancy rate at The Ritz-Carlton Bali.

Table 1: Room night generated by offline and online travel agents

Year	Offline Travel Agent	Online Travel Agent
2017	48,370	13,794
2018	47,774	18,030
2019	45,816	29,380

[Source: Sales and Marketing Department, 2019]

Based on the table 1, it can be seen that, room reservations through an offline travel agent at The Ritz-Carlton Bali is very dominating compared with online travel agent, this is contrary to the existing research that state online travel agents will greatly affect hotel room sales, due to this phenomenon the authors are interested in conducting research on implementation of offline travel agent promotion model to increase room occupancy.

RESEARCH METHODS

This research took place in Sales and Marketing department at Hotel The Ritz-Carlton Bali which is conducted for the period of 6 months starting from July 1st, 2019 until January 5th, 2020. Data source used for this research are primary and secondary data. The primary data acquired in this research is the interview result with Senior Sales Manager regarding the implementation of offline promotion model to increase room occupancy. While secondary data in this research are data on the number of room reservations through the Offline Travel Agent and the number of occupancy rates at The Ritz-Carlton Bali within 2017-2019 period.

Data analysis technique used in this research are qualitative analysis and quantitative analysis. Qualitative analysis in this study was conducted by collecting and compiling data obtained through interviews, observations and documents that related with implementation of offline travel agent promotion model to increase room occupancy at The Ritz-Carlton Bali. and qualitative analysis is also used to support quantitative analysis.

In addition, quantitative analysis techniques specifically used to analyze data on numbers with mathematical logic and through a statistical approach with using SPSS. The quantitative analysis techniques in this research are used to measure how strong is the offline travel agent can increase room occupancy through reservation at The Ritz-Carlton Bali. Quantitative analysis techniques used in this study are: classic assumption test, simple linier regression analysis, correlation analysis, t-test, and coefficient of determination.

RESULTS AND DISCUSSION

The promotion model is one of the strategies undertaken by The Ritz-Carlton Bali in building cooperation with offline travel agents with the main goal is increasing the room occupancy rates at The Ritz-Carlton Bali. The activities carried out in this promotional model include: Market analysis is one strategy to analyze and find out how the current market conditions, starting from the condition of competitors, business partners, customers, and current trends. Creating an advertisement, with the advertisement the hotel can freely introduce and present their products. In this case, the ads needed in applying the promotional model of The Ritz-Carlton Bali to the offline travel agent are brochures, pamphlets, and hotel websites. Doing sales calls things that must be done by the hotel if they want to establish cooperation with an offline travel agent. Sales call is a crucial step in this promotion model, because the salesperson of The Ritz-Carlton Bali is demanded to be able to convince the offline travel agents that they can become good business partners and both parties can have benefited from this collaboration. Creating a contract rate is the next step that must be done by the hotel. If the travel agent has agreed with the preparation of the contract rate, this means a good sign that the travel agent wants to establish a serious collaboration with the hotel. The contents of the contract rate must be under the things that have been discussed when making a sales call. Closing the deal, this is the closing step in the promotion carried out by the hotel with an offline travel agent. Closing the deal means that both parties have agreed with all contents in contract rate.

After knowing the implementation of offline promotion model in The Ritz-Carlton Bali then, the researchers would find out how big is the influence of an offline travel agent to increase room occupancy at The Ritz-Carlton Bali by

examining through some tests of quantitative analysis. The first test is Classic Assumption Test. The result of Classic Assumption Test in this research is described as per detail below.

1. Classic Assumption Test
   a. Normality Test

This normality test aims to find out whether the data on independent variables (Reservation through offline travel agent) and dependent variable (room occupancy) on the regression model are normally distributed or not. The normality test is done by Kolmogorov – Smirnov test. Kolmogorov – Smirnov test for this research shown that significance value is at 0.130 in condition that the value is higher than the alpha rate at 0.05 (0.130 > 0.05). Therefore, the normality assumption in regression has been fulfilled. Table 2 is the result of normality test.

Table 2: Result of normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		36
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	8.00803371
Most Extreme Differences	Absolute	.130
	Positive	.130
	Negative	-.110
Test Statistic		.130
Asymp. Sig. (2-tailed)		.130[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

[Source: Data Processing Result SPSS 25, 2020]

   b. Heteroscedasticity test

Heteroscedasticity test aims to test whether the same or not variance of residuals from one observation to another. Heteroscedasticity test can be tested using glacier. Table 3 shows that the significance level of the reservation through offline travel agent variable is 0.506 bigger than 0.05 (0.506> 0.005), therefore it can be concluded that the data used in this study is free from heteroscedasticity.

Table 3: The result of heteroscedasticity test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.693	3.268		2.660	.012
	Offline Travel Agent	-.054	.080	-.114	-.672	.506
a. Dependent Variable: Abs_Res						

[Source: Data Processing Result SPSS 25, 2020]

c. Autocorrelation Test

This autocorrelation test aims to find out whether a linear regression model is correlated between a confounding error in a certain period (et) and an interfering error in the previous period (et-1). We can use the Durbin-Watson (D-W) number to check whether autocorrelation has occurred or not. Based on Table 4 is shown that the Durbin-Watson value is 1.352 which means the value can be between -2 and 2, so that the data meets the autocorrelation test requirements and can be used for simple regression analysis. Table 4 is the result of autocorrelation test

Table 4: The result of autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.749	0.561	0.548	8.12495	1.352

[Source: Data Processing Result SPSS 25, 2020]

Simple Linier Regression Analysis

Simple regression linier analysis is used to analyze how a linear relationship between two variables, namely the relationship of one independent variable (X) to one dependent variable (Y) the simple linier regression analysis result below is known that the constant value (a) is 27.081, while the value of the reservation through an offline travel agent (b / coefficient regression) is 0.950. Then the regression equation can be written as:

$$Y = a + Bx$$

$$Y = 27.081 + 0.950X$$

The equation can be translated as per detail: the constant of 27.081 = 27.081%, implies that if the variable X (Reservation through an offline travel agent) is zero, the occupancy rate at The Ritz-Carlton Bali is only 27.081 one unit or 27,081%. The regression coefficient X (Reservation through an offline travel agent) is 0.950 indicating that every additional 1% value of the Reservation from the offline travel agent will increase the occupancy room rate at The Ritz-Carlton Bali by 0.95%. The regression coefficient is positive therefore, it can be said that the direction of the variable X to Y is positive. Table 5 is the result of simple linier regression analysis.

Table 5: The result of simple linier regression analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.081	5.905		4.586	.000
	Offline Travel Agent	.950	.144	.749	6.593	.000
a. Dependent Variable: Room_Occupancy						

[Source: Data Processing Result SPSS 25, 2020]

2. Correlation Analysis

Correlation analysis is a method used to express a significant (linier) relationship between variables with another. From the result of Table 6, it can

be seen that the value of r is 0.749. (Sugiyono, 2016) states that if the correlation value is around 0,60-0,799 it means that the variable x with the variable y has a strong relationship. Therefore, it can be concluded that between the reservation variables through the offline travel agent to the room occupancy has a strong correlation due to the coefficient interval is 0.60 - 0.799. Table 6 is the result of correlation analysis.

Table 6: The result of correlation analysis

Correlations			
		Offline Travel Agent	Room Occupancy
Offline Travel Agent	Pearson Correlation	1	.749**
	Sig. (2-tailed)		.000
	N	36	36
Room Occupancy	Pearson Correlation	.749**	1
	Sig. (2-tailed)	.000	
	N	36	36
**. Correlation is significant at the 0.01 level (2-tailed).			

[Source: Data Processing Result SPSS 25, 2020].

3. t-test

t-test is used to test the hypothesis by partially measuring the significant influence of each independent variable to the dependent variable. In t-test there are step for the authors to make two hypotheses. The first if reservations through an offline travel agent partially does not affect to the room occupancy rates (H_o) and the second if reservation through an offline travel agent partially affect to the room occupancy rate (H_a). The reservations through an offline travel agent partially does not affect the room occupancy rates in condition if $t_{count} < t_{table}$, otherwise reservations through an offline travel agent partially affect the room occupancy rates in condition if $t_{count}t > t\text{-}_{table}$. Based on Table 7, it shows that the value of t_{count} is at 6.593 and the t_{table} at 1.690 that means if the value of t_{count} is more than the value of t_{table}. Referring to this condition, the researcher can conclude that reservation through offline travel agent have partially affect to the room occupancy. Table 7 is the result of t-test.

Table 7: The result of t-test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.081	5.905		4.586	.000
	Offline Travel Agent	.950	.144	.749	6.593	.000
a. Dependent Variable: Room Occupancy						

[Source: Data Processing Result SPSS 25, 2020].

4. Coefficient of Determination

Determination analysis is data analysis used to determine the size of the percentage of the variable X to Y as measured through the coefficient of determination. The calculation results obtained by the coefficient of

determination is 54.8% which means that reservation through offline travel agent contributes 54.8% to the hotel occupancy room while 45.2% is determined by other variables not discussed in this study. Table 8 is the result of coefficient of determination

Table 8: The result coefficient of determination

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749[a]	.561	.548	8.12495
a. Predictors: (Constant), Offline Travel Agent				
b. Dependent Variable: Room Occupancy				

[Source: Data Processing Result SPSS 25, 2020].

CONCLUSION

The first step to implement an offline travel agent promotion model in The Ritz-Carlton Bali is conducting a market analysis, then the second step is making various types of advertisements, such as: brochures, pamphlets and advertisements on hotel website to facilitate the hotel in offering their products. The third step is doing sales calls by the sales person or in The Ritz-Carlton Bali it is called the sales manager. The sales call is an important step to convince the offline travel agent that we can become good business partners in order to increase the room occupancy rate, after negotiating during the sales call agreed by both parties, the fourth step is to make a contract rate that is arranged directly by the hotel contract rate contains the room price agreed by both parties. The final step is closing the deal to end the promotion process with the sign the agreement by both parties.

Based on the results of the coefficient of determination in this study, reservations through the offline travel agent have significant influence to the room occupancy rate of 54.8% while 45.2% is influenced by other factors. This research is opposite with some previous studies which states that currently online travel agents appear not only as intermediaries but also more as business partners or vendors to increase room occupancy. Proven in The Ritz-Carlton Bali reservation source through offline travel agent has strong influence to increasing room occupancy rate in 2017 - 2019. This means that the implementation of an offline travel agent promotion model adopted is success in helping hotel to increase room occupancy at The Ritz-Carlton Bali.

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Promotion Strategy to Increase Room Occupancy during the Covid-19 Pandemic

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ABSTRACT

Purpose: The purpose of this research is to identify the suitable promotion strategy that can be implemented to increase room occupancy during the Covid-19 pandemic at Pramana Watu Kurung Resort Ubud, Bali, Indonesia.
Research methods: Data collection methods used are participation observation, semi-structured interviews, documentation, and questionnaires. The questionnaire was distributed to 10 informants from the head of department who were determined by purposive sampling technique. Data analysis technique used is descriptive qualitative analysis, SWOT analysis, Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Internal-External Matrix (IE), SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM) analysis.
Findings: The internal factors with IFAS score 2,71 and external factors with EFAS score 2,05 can be known if the current position of promotion strategy in cell V, which is in the growth and stability with horizontal integration. SWOT analysis resulted in 8 alternative promotion strategies with a suitable promotion strategy that can be implemented to increase room occupancy during the Covid-19 pandemic is to collaborate with competitors with the highest TAS (Total Attractive Score) value, 144.67 that obtained from QSPM analysis.
Implication: Pramana Watu Kurung Resort Ubud must do collaborate with competitors as a suitable promotion strategy to increase room occupancy. The collaboration aims to create profits through sharing the resources of each company to reduce costs and create new innovations.

Keywords: promotion strategy, room occupancy, Covid-19 pandemic.

INTRODUCTION

Bali is a favorite tourist destination for tourists both domestic and overseas to spend their holidays. This causes tourism in Bali always increases every year. However, in 2020 tourism in Bali was paralyzed because of a new virus named Covid-19 that was discovered in Wuhan, China in December 2019. Covid-19 is a crisis because Covid-19 does not only affect the disease itself but causes a wider impact (Jones, 2020). One of the worst-hit industries is tourism (Ozbay, 2020). This pandemic has certainly caused a very sharp decline for the world of tourism and the economy throughout the world, including Bali.

Apart from the economic conditions, many people are infected with Covid-19 in the world, but the most common cause comes from elderly people who have chronic diseases and weak immune systems. People with this condition have a

higher risk of suffering from the negative effects of Covid-19 (Bostan, 2020). Covid-19 is a global disease that causes strict restrictions and closures in many countries in the world. The covid-19 pandemic caused important collapses in many sectors, such as tourism, which is among the sectors that are affected by Covid-19 (Bayat, 2020). The pandemic that has occurred for a year has made it very difficult for tourism to rise. Many hotels in Bali minimize human resources, services, and are even forced to close their hotels, including hotels in the Ubud area. Ubud is an area that has become a favorite list of tourists when visiting Bali. Ubud is also affected by Covid-19 pandemic. The impact of Covid-19 has made hotels that are still operating must have various strategies to promote their hotels, including Pramana Watu Kurung Resort Ubud.



Figure 1. The Beauty of Facility at Pramana Watu Kurung Resort Ubud
[Source: Pramana Watu Kurung Resort Ubud, 2021]

Pramana Watu Kurung Resort Ubud is a resort in Ubud that has a luxury view of Ayung River and has become a favourite place for couples to enjoy their quality time together. Resort is a hotel built in a tourist attraction that has a purpose as an accommodation facility for a tourist activity (Bagyono, 2012). Pandemic COVID-19 makes hotels in Bali that still operate must have some extra strategies to reach room occupancy because hotels in Bali also provide a massive discount. It becomes a challenge for hotels to attract the customers by offering a special point that can make them different from competitors. Strategy is a concept about how a company regulates itself with all of the activities owned that

has a purpose to make the business run successfully, competing with competitors, and providing returns to stakeholders (Bamford, 2010).

A successful organization must know the most suitable promotion strategy to persuade customers to maintain their situation in terms of market share and competitiveness (Jordan, 2016). Promotion activities are not only used by companies to pursue profits but also to introduce more of the company's products and services to consumers (Fikri, 2020). Promotion strategy applied by the Sales and Marketing Department at Pramana Watu Kurung Resort Ubud must be repaired to get a suitable promotion strategy. It is because Pramana Watu Kurung Resort Ubud has obstacles to achieve their room occupancy target due to changes in the target market since pandemic from Europe to domestic. There are three goals in sales activity, namely: achieving a certain sales volume, getting a certain profit, and supporting company growth (Swastha, 2008).

During COVID-19 pandemic in 2020, the company must have a good promotion strategy to achieve their target because promotion strategy has an important rule to be able to beat competitors. Promotion is attracting new buyers, increasing the repurchase power of consumers, preventing consumers from running to other brands, and popularizing the product or brand (Buchari, 2016). Promotion is the way to communicate the product using various elements that are contained in the promotion program to our potential customers (Eka, 2018) . Promotion is a selling technique to succeed in any marketing activity or program, where the promotion should be involved with communication in all of the activities (Khan, 2014). Promotion mix is a specific activity that consists of advertising, sales promotion, public relations, personal selling, and direct marketing that is used by a company to introduce and persuasively communicate with customers to build customer relationships. This combination is designed to make the customers satisfied and achieve the company goals (Kotler, 2013).

There are 5 variables of promotion mix, such as advertising, sales promotion, public relations and publicity, personal selling, and direct marketing. Advertising is a promotional media in the form of messages that are conveyed to a wide audience with the aim of offering a product or service through a medium that can persuade people to buy. Advertising is usually used to increase sales and also a company's reputation (Tang, 2017). Personal selling is face to face conversation with one or more potential customers with the purpose of creating a sale. Personal selling is the right promotional media for companies to build good relationships with their customers. The goals of a salesperson are to make sales by meeting in person where a salesperson from a company directly meets customers to offer their products.

Sales promotion is an activity to give a discount to increase purchase or sale of a good or service in which purchase is hopefully done right now. The main characteristic of sales promotion is to offer lower prices, provide quick responses, to get faster sales (Familmaleki, 2015). This promotional tool is used by a company to make the customer buy more and faster (Isoraite, 2016). Sales promotion is communicating a special offer to the guest to take an immediate action (Aransyah, 2020). Some alternative sales promotions that can be done are by giving discounts, free gifts, extra free products, and games (Obeid, 2014). Public relations functions to foster good relations between all components in an institution in order to provide understanding, foster motivation, and goodwill of the public. Public relations are various activities that are already designed to promote the company. Public relations and publicity help to build a positive public image of

the company (Ganesamurthy, 2020). Direct marketing is a direct relationship with individual consumers that aims to get immediate responses and foster lasting customer relationships. Social media is the best way to do direct marketing in this era. Because people spend a lot of time playing social media (Bashar, 2012).

The combination of promotion mix is expected to find the suitable promotion strategy to make Pramana Watu Kurung Resort Ubud can increase room occupancy and compete with competitors who are also facing the same threat due to the impact of Covid-19 pandemic. Based on the background above, the writers are interested in doing research about promotion strategy to increase room occupancy during Covid-19 pandemic at Pramana Watu Kurung Resort Ubud.

RESEARCH METHODS

This research was conducted at Pramana Watu Kurung Resort Ubud located on Batu Kurung Street Number 4, Bunutan, Kedewatan, Ubud, Bali and using qualitative descriptive analysis. Qualitative descriptive analysis is carried out by selecting data that is important, new, unique, and related to the formulation of the problem or research question. The analysis is based on all data, including observations, interviews, and documentation (Sugiyono, 2018). Qualitative descriptive analysis is used to describe the number from score and rating of IFAS, EFAS, IE, and QSPM matrix of SWOT analysis. SWOT analysis is a very important technique of environmental analysis (Bhatia, 2013).

SWOT analysis are environmental internal strengths and weaknesses and environmental external opportunities and threats. This analysis uses logic that maximizes strengths and opportunities, but at the same time minimizes weaknesses and threats(Rangkuti, 2016). The internal factors identified by promotion mix that consist of advertising, personal selling, sales promotion, public relation and publicity, and direct marketing. While external factors are analysed from economic forces, social, cultural, demographic, environmental forces, political, government, legal forces, the power of technology, and competitive forces.

There are two types of data that were used in this research, namely quantitative and qualitative data that used primary and secondary data as the source of data. Data collection in this research uses methods such as participation observation, semi-structured interview, documentation, and questionnaires involving 10 informantas from each head of department in Pramana Watu Kurung Resort Ubud. The determination of informants was carried out using purposive sampling, which is selected using certain considerations. Purposive sampling is a method to determine a sample with certain considerations (Sugiyono, 2018). Purposive sampling technique is used to make the data obtained is really real data that occurs at Pramana Watu Kurung Resort Ubud by giving questionnaires to people who really know the location of the research.

This research begins by observing and conducting interviews with Sales Executive as a person who knows the promotion strategy at Pramana Watu Kurung Resort Ubud. The results of observations and interviews are used to determine several statement indicators of strengths, weaknesses, opportunities, and threats that will be included in the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) tables. IFAS and EFAS tables are used to distribute questionnaires to 10 informants to determine the greatest strengths, weaknesses, opportunities, and threats owned by Pramana Watu Kurung Resort Ubud through the scores obtained from the weights and ratings given

by the informants. The scores from IFAS and EFAS will be used to determine the position of the promotion strategy on the IE (Internal-External) Matrix. The next step is to create several alternative promotion strategies in the SWOT matrix by combining strengths, weaknesses, opportunities, and threats to produce strategies for SO (Strength-Opportunity), ST (Strength-Threat), WO (Weakness-Opportunity), and WT (Weakness-Threat). The last step is to find out the suitable promotional strategy to be implemented during Covid-19 pandemic using QSPM analysis. QSPM is a recommended tool for strategists to evaluate alternative strategy options objectively, based on the key internal - external success factors identified previously in the IFAS and EFAS matrix (Sedarmayanti, 2014). Several alternative strategies will be compiled in the QSPM questionnaire to provide an attractive score from each strategy to sort the strategies from the first priority to the last priority using the TAS value.

FINDINGS

The Implementation of Promotion Strategy

To identify the most suitable promotion strategy to be implemented during Covid-19 pandemic at Pramana Watu Kurung Resort Ubud, there are some steps that will be done. The first step is to conduct observations and interviews related to internal and external factors of the promotion strategy. The observation was conducted for 4 months in Pramana Watu Kurung Resort Ubud, while for the interviews already done with the Sales Executive as a person who knows all of the promotion strategy in Pramana Watu Kurung Resort Ubud before and after Covid-19 pandemic. The results from interviews and observations are used to determine the weights, ratings, and scores on the IFAS matrix in table 1 and EFAS matrix in table 2. The scores that have been obtained from the IFAS matrix and EFAS matrix are used to determine the position of promotion strategy in the IE matrix that can be seen in figure 1.



Figure 2
One of the the promotion strategies of Pramana Watu Kurung Resort Ubud
[Source: Pramana Watu Kurung Resort Ubud, 2021]

IFAS matrix consists of two parts, namely strengths and weaknesses as internal factors of the promotion strategy. The score on the IFAS matrix is determined from the weight multiplied by the rating of each indicator statement. Details of the IFAS matrix with a score 2,71 can be seen in table 1.

Table 1: Internal Factors Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	Score
	Strength			
1.	Variety of advertising media used to reach more guests	0,10	3,10	0,31
2.	Regularly conducts online advertising through social media	0,10	3,20	0,32
3.	Often given discount to guest	0,08	3,10	0,25
4.	Giving discounts of up to 60% to attract guests to make reservations	0,08	3,30	0,26
5.	Various packages made to attract guests	0,10	3,00	0,30
6.	Collaborating with Instagram celebrities to attract domestic guests	0,09	3,00	0,27
7.	Variety of media that use to reach guest directly	0,09	3,20	0,29
8.	Quick response undertaken for direct selling	0,10	3,00	0,30
9.	Variety discounts are provided through direct selling	0,08	2,90	0,23
	Total	0,82		2,53
	Weakness			
10.	There is no personal selling activity was carried out related to pandemic regulations	0,04	2,20	0,09
11.	No event activities followed or carried out related to pandemic regulations	0,04	2,30	0,09
	Total	0,08		0,18
	Total Weight x Rating	1,00		2,71

[Source: Processed Data, 2021]

Based on the IFAS result that has been presented in table 1, it can be known if the total score from multiplying the weight and rating of the internal factor is 2,71. Meanwhile, 5 indicators of strength from internal factors have a score 2,53 and 2 indicators of weakness have a score 0,18. It means the strength indicators that Pramana Watu Kurung Resort Ubud has are higher than the weakness, so they can maximize their strength of promotion strategy during Covid-19 pandemic to increase room occupancy.

The next step after analyzing the internal factors is giving weight and rating on the external factors, including opportunity and threat to get a score of EFAS (External Factors Analysis Summary) matrix. EFAS matrix is a total score of weight and rating of the external factors. The score will be determined by multiplying the weight and rating of each statement on the opportunity and threat variables that have been given by 10 informants. Details of the EFAS matrix with a score of 2.05 can be seen in table 2.

Table 2: External Factors Analysis Summary (EFAS)

No	External Factors	Weight	Rating	Score
	Opportunity			
1.	An opportunity to do promotion because many people want to take a vacation to unwind during a pandemic	0,30	3,30	0,29
2.	Technological improvements facilitate promotional activities to any platform	0,30	3,20	0,96
	Total	0,60		1,25
	Threat			
3.	Economy has decreased due to the pandemic	0,08	2,00	0,16
4.	Reduced rate of domestic tourist visits to Bali due to pandemic policies	0,09	2,00	0,18
5.	Reduced rate of international tourist visits to Bali due to pandemic policies	0,09	1,70	0,15
6.	Many reservations were cancelled due to government regulations regarding the pandemic	0,08	2,00	0,16
7.	Many competitors also offer the same special packages	0,08	1,80	0,14
	Total	0,34		0,80
	Total Weight x Rating	1,00		2,05

[Source: Processed Data, 2021]

Based on table 2, it can be known if the total score from multiplying the weight and rating of the external factor is 2,05. Meanwhile, 2 indicators of the opportunity from internal factors have a score 1,25 and 5 indicators of threat have a score 0,80. From the result, it means Pramana Watu Kurung Resort Ubud can maximize the opportunity to minimize the threat that faced during Covid-19 pandemic to increase room occupancy.

The results of the Internal Factor Analysis Summary (IFAS) analysis matrix with a score of 2.71 and External Factor Analysis Summary (EFAS) analysis with a score of 2.05 will be used to determine the current position of the promotion strategy of Pramana Watu Kurung Resort Ubud in the IE matrix. Internal-External (IE) matrix is a matrix that summarizes the evaluation results of the Internal Factor Analysis Summary (IFAS) score and External Factor Analysis Summary (EFAS) score which places the company's current position in one of the conditions in the nine cells. Each cell of the existing nine cells is a step that must be carried out by the company in accordance with the conditions of the company (David, 2012). The total scores of IFAS is 2,71 and EFAS is 2,05 will indicate the current position of Pramana Watu Kurung Resort Ubud promotion strategy in Internal-External (IE) matrix that can be known from their strengths, weaknesses, opportunities, and threats. Details of the current promotion strategy position in the Internal-External (IE) matrix can be seen in Figure 1.

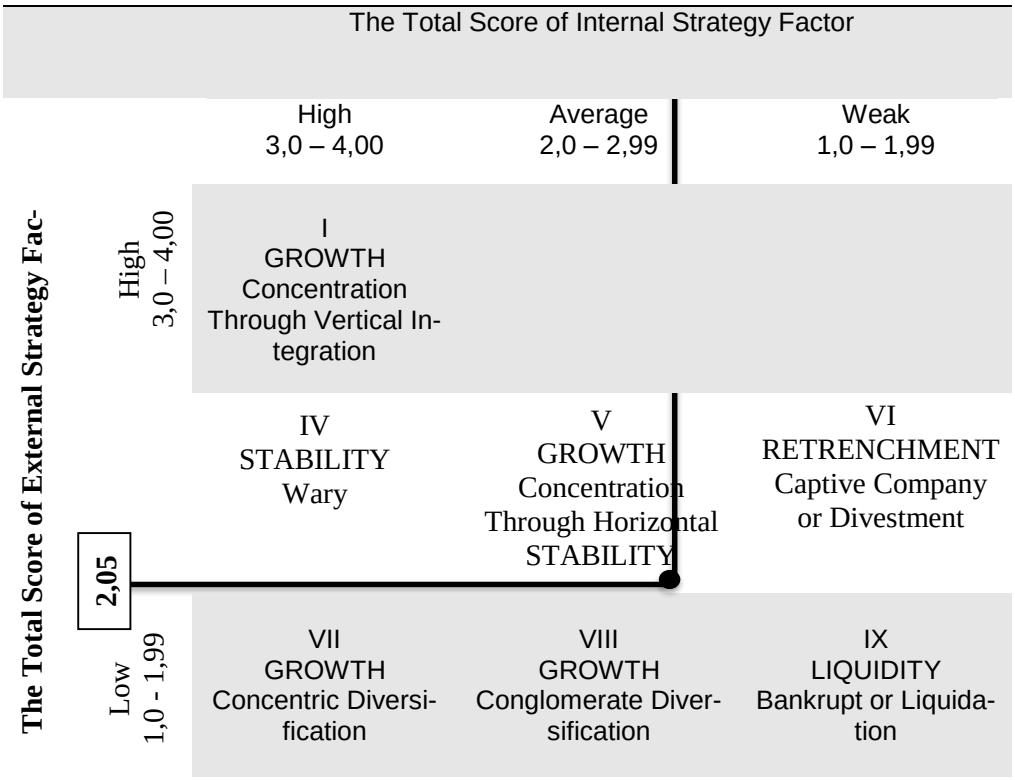


Figure 1. Internal-External Matrix

Based on figure 1, can be shown the current position of promotion strategy in the cell V. Cell V means position strategy of Pramana Watu Kurung Resort Ubud in the growth and stability strategy, where Pramana Watu Kurung Resort Ubud can develop a promotional strategy with a horizontal integration concentration without changing the existing profit strategy (stability). Growth strategy through horizontal integration concretion is an activity to expand markets, increasing the types of products and services, production facilities, and technology through internal and external development of the company. Growth stability means strategy that will be carried out does not need to change the strategy that has been implemented (Cravens, 2013). Based on the result of IE matrix, Pramana Watu Kurung Resort Ubud can improve promotion strategies by adding a different product or services than competitor that highlight Lembah Ayung Jetty as the selling point of Pramana Watu Kurung Resort Ubud, developing technology to create promotion media to make it more attractive and creative in order to compete with competitors. The profitable promotion strategies that have been implemented, such as giving special offers up to 60 percent, do not need to be changed because they can increase last-minute bookings.

The position of promotion strategy in cell V can be used to make some alternative strategy in the SWOT matrix before identifying the suitable promotion strategy as the last step of this research. SWOT matrix will describe some alternative strategies that can be carried out by the company that have been suggested based on the results of the SWOT analysis, including IFAS, EFAS, and IE matrix. The alternative strategy is already divided into ST (Strengths-Threats), SO (Strengths Opportunities), WO (weaknesses-Opportunities), and WT (Weak-

nesses-Threats). There are 8 alternatives promotion strategy that already formulated through SWOT matrix that obtained from internal and external factors of promotion strategy in accordance with the position of Pramana Watu Kurung Resort Ubud based on the result in Internal-External (IE) matrix analysis, which in cell V. These alternative promotion strategies will be chosen by 10 informant for getting the most prioritize promotion strategy that will be implemented by Pramana Watu Kurung Resort Ubud to increase room occupancy. 8 alternatives of promotion strategy that formulated from 9 strengths, 2 weaknesses, 2 opportunities, and 5 threats in details can be seen in table 3.

Table 3: SWOT Matrix

IFAS EFAS	STRENGTHS (S) S1, S2, S3, S4, S5, S6, S7, S8, S9	WEAKNESSES (W) W1, W2
OPPORTUNITIES (O) O1, O2,	SO Strategies 1. Create family package 2. Collaborate with Tiktok celebrities for boosted brand awareness in Tiktok	WO Strategies 1. Do virtual personal selling 2. Join virtual event
THREATS (T) T1, T2, T3, T4, T5	ST Strategies 1. Create special room package 2. Do survey to create special offers related with domestic market demand during Covid-19	WT Strategies 1. Collaborate with competitors 2. Collaborate with other companies

[Source: Processed Data, 2021]

Based on table 3, it can be explained each alternative strategy for Pramana Watu Kurung Resort Ubud with details as below.

1. SO (Strengths-Opportunities) Strategies

   Based on strength and opportunity of promotion strategy that own by Pramana Watu Kurung Resort Ubud, there are 2 alternative promotion strategies that recommend to be implemented during Covid-19 pandemic to increase room occupancy, such as:

   a. Create Family Package

      Before the pandemic, Pramana Watu Kurung Resort Ubud was a special resort for couples and honeymooners, but after the pandemic, Pramana Watu Kurung Resort Ubud also became a family friendly resort. These changes can be supported by creating a special package for families. The example family package that can be offered is only for IDR 1.200.000 net free barbeque package for 2 adults and 2 children from normal price IDR 1.700.000. This is supported by the opportunity of many people who feel bored to stay at home during a pandemic.

   b. Collaborate with Tiktok Celebrities for Boosted Branding in Tiktok

      Tiktok is a media that's very popular today, with the opportunity for this technological improvement, Pramana Watu Kurung Resort Ubud can use Tiktok as a medium to do a promotion. Tiktok is a good medium for branding, because we don't need to wait for a lot of followers to become famous on Tiktok, when the video we make can be included in the "for your

page" (fyp), it means our video go viral and automatically increase the number of followers and likes. For your page means a recommendation that is adjusted according to the user interest. For example, if users are happy to see content about resorts, Pramana Watu Kurung Resort Ubud could be one of the recommendations that will appear on their page. To increase brand awareness on Tiktok, we can collaborate with Tiktok celebrities who have many followers and the ability to introduce a resort.

2. ST (Strengths-Threats) Strategies

Based on strength and threat that faced by promotion strategy in Pramana Watu Kurung Resort Ubud, there are 2 alternative strategies that recommend to implemented during Covid-19 pandemic, such as:

a. Create Special Room Package

Reservation via direct booking is prioritized because through direct booking the price is flexible. To increase reservation via direct booking, a special room package can be made for every reservation made via direct booking, namely direct message, messenger, or WhatsApp for any type of room reservation. This special room package can be offered at certain times according to room occupancy conditions. The room package offered can be in the form of a room price including a free voucher to get free 1 beverage for every purchase of 2 beverages from 15.00 PM to 17.00 PM or during sunset hour in Lembah Ayung Restaurant. This package is made to highlight Lembah Ayung Jetty as a selling point where we can enjoy a beautiful sunset in Ubud. While enjoying the sunset, guests will take a picture or share that moment on social media or friends and it will become a free advertisement. The threat of many competitors also offering the same package, the way to make us different is to highlight our selling point that can only be found in Pramana Watu Kurung Resort Ubud.

b. Do Survey to Create Special Offers for Domestic Market Demand

To make special offers that are right on target, Pramana Watu Kurung Resort Ubud can do a survey to guests. Especially during Covid-19 pandemic, the market has changed to the domestic market, which means Pramana Watu Kurung Resort Ubud must know what their market wants. Surveys can be carried out through the Instagram feature or guest comments for guests who have visited Pramana Watu Kurung Resort Ubud. The guest comment that can be made like a menu barcode, so that it still applied the health protocol. Surveys such as a selection of special offers for daycations or staycations can be done within a day via the Instagram feature to get a quick decision on offering special offers.

3. WO (Weaknesses-Opportunities) Strategies

There are 2 alternative strategies that can be implemented based on the weakness and opportunity of promotion strategy in Pramana Watu Kurung Resort Ubud such as:

a. Do Virtual Personal Selling

Personal selling, which is usually done by meeting clients directly, is hampered by the Covid-19 pandemic. However, with the sophistication of technology, personal selling activities can be done virtually, such as meeting with google meet, so face-to-face interaction can still be done and client wishes can be seen from facial expressions even though they cannot meet directly. Clients such as hospitals and clinics can be targeted during Covid-19 because doctors and nurses are at the forefront of fighting Covid-19. This

opportunity can be a new strategy for Pramana Watu Kurung Resort Ubud in order to be superior to competitors.

b. Join Virtual Event

Government regulations regarding the number of people in an event make Pramana Watu Kurung Resort Ubud must have new strategy in conducting or participating in an event. One of the events that can be followed is a virtual event. Virtual events that can be followed is table top, one of the promotion activities that can provide big benefits for Pramana Watu Kurung Resort Ubud before the pandemic. Table top is an event that brings together local tourism industry players (sellers) and tourism industry players in destination areas (buyers). From technological sophistication, we can still do promotion virtually in the midst of pandemic.

4. WO (Weaknesses-Opportunities) Strategies

Based on weakness and threat that faced by promotion strategy in Pramana Watu Kurung Resort Ubud, there are 2 alternative strategies that can be implemented, such as:

a. Collaborate with Competitors

Collaboration with competitors can be one of the right promotion strategies during Covid-19 because the collaboration aims to create profits through sharing the resources of each company to reduce costs and create new innovations. This is in accordance with the current condition of the company which puts pressure on finances and resources during Covid-19 pandemic. An example of collaboration between competitors that Pramana Watu Kurung Resort Ubud can do is to create a new package innovation, namely #ExploreBaliExperience. This hashtag invites people to re-explore Bali during the pandemic, of course with the health protocol. This explore package is carried out by inviting guests to take a vacation in the beautiful nature of Bali, stay with views of the Ayung River at Pramana Watu Kurung Resort Ubud, stay with views of the terraces at The Kayon Jungle Resort, stay with a waterfall view at The Kayon Resort, and stay with a view beach in Desa Pramana Swan. This package can be created for family, group, or independent travellers. The word experience from hashtag means this package provides guests with new innovative experiences. This collaboration can be carried out by Pramana Watu Kurung Resort Ubud by inviting their competitors in one management, namely The Kayon Jungle Resort, The Kayon Resort, and Desa Pramana Swan.

b. Collaborate with Other Companies

Watu Kurung Resort also can collaborate with companies other than hotels. This collaboration certainly aims to create a profitable package by combining several products from different companies. An example of a package that Pramana Watu Kurung Resort can create is a pre-wedding or wedding package in collaboration with a photographer and MUA (Make-up Artist). It is related to government policies regarding crowd size because many people choose to carry out private events such as weddings at hotels. Pramana Watu Kurung Resort Ubud is the choice for carrying out a pre-wedding or wedding because it has a very beautiful view. By collaborating with several photographers or makeup artists (MUA), Pramana Watu Kurung Resort Ubud can get more opportunities to become an option for guests, because reservations can come from photography, make-up artists, or Pramana Watu Kurung Resort Ubud itself.

Suitable Promotion Strategy which can be Implemented during the Covid-19 Pandemic

Alternative strategies that have been known previously through SWOT matrix will be used to determine the most suitable promotion strategies using the Quantitative Strategic Planning Matrix (QSPM). QSPM is a technique that can objectively determine alternative strategies that are prioritized. QSPM matrix uses the average rating value that already obtained based on IFAS and EFAS matrix and the average value of the Attractiveness Score (AS) that obtained from the results of the questionnaire that has been given to the informant that produces the Total Attractiveness Score (TAS). TAS value on the QSPM matrix shows the relative attractiveness that was already chosen by 10 informants for each strategy in the SWOT matrix based on the internal and external factors of the promotion strategy in Pramana Watu Kurung Resort Ubud. The biggest TAS value means the most attractive or priority strategy, meanwhile the smallest TAS value means the last choice or priority. The QSPM strategy with the ranking from 8 alternative promotion strategies and the most suitable promotion strategy that can be implemented by Pramana Watu Kurung Resort Ubud can be seen on table 4 for details.

Table 4: Alternative Promotion Strategy

Strategy code	Strategy	TAS
WT1	Collaborate with competitors	144,67
ST1	Create special room package	142,14
ST2	Do survey to create special offers related with domestic market demand during Covid-19	140,94
SO2	Collaborate with Tiktok celebrities for boosted brand awareness in Tiktok	139,84
WT2	Collaborate with other companies	126,51
WO1	Create virtual personal selling	124,86
WO2	Join virtual event	119,94
SO1	Create family package	118,49

[Source: Processed Data, 2021]

Based on table 4, it can be seen if there are 8 alternative strategies and 3 alternative promotion strategies that could be implemented to increase room occupancy during Covid-19 pandemic. The most prioritized strategy is WT1, collaborating with competitors with the highest TAS value 144,67. The second strategy is creating a special room package from ST1 with TAS value 142,14. For the last strategy from ST2, do a survey to create special offers related to domestic market demand during Covid-19 with the TAS value 142,14.

CONCLUSION

There are 9 strengths and 2 weaknesses that are owned by the promotion strategy from internal factors. While from external factors, there are 2 opportunities and 5 threats that are also affected by promotion strategy in Pramana Watu Kurung Resort Ubud. The current position of promotion strategy in the cell V based on IE matrix. Cell V means position strategy of Pramana Watu Kurung Resort Ubud in the growth and stability strategy, where Pramana Watu Kurung Resort Ubud can develop a promotion strategy with a horizontal integration concentration without changing the existing profit strategy.

The suitable promotion strategy that can be implemented to increase room occupancy during Covid-19 pandemic is collaborating with competitors to create profits and increase room occupancy through sharing the resources of each company to reduce costs and create new innovations. This is in accordance with the current condition of the company which puts pressure on finances and resources during Covid-19 pandemic.

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Front Office Department Service Quality during the Covid-19 Period

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ABSTRACT

Purpose: This study was to determine the service quality of the front office department and the efforts of the front office department in Canggu Dream Village, Bali, Indonesia, to maintain and improve the quality of the services given.
Research methods: This study used descriptive statistical analysis techniques with 90 samples of guest reviews selected using purposive sampling method. The source of data is guest reviews for one year from January 2020 to December 2020 on online travel agents.
Results and discussion: There were comparisons of positive reviews with a total of 94% while negative reviews are only 6%. Each variable gets a different percentage, the empathy variable gets a percentage of 50% and becomes the most dominant variable in positive reviews.
Implication: All the variables have a higher percentage of positive reviews than negative reviews.

Keywords: quality of service, guest complaints, front office department.

INTRODUCTION

Hotel is a type of accommodation that provides lodging, food and drink facilities, and services, as well as other services for the public who stay for a while and are managed commercially (Sulastiyono A. , 2011). Hotel is a company managed by the owner by providing food, beverage, and room facilities for staying to people who travel and are able to pay a reasonable amount in accordance with the services received without any special agreement (Sulastiyono, 2015). The development of hotels in Bali is currently very concerning, as we all know, the world is currently being hit by a deadly virus disaster, namely Covid-19. Almost all countries in the world have been affected by this deadly virus, including Bali.

The Covid-19 pandemic is a challenge for the hotel industry in attracting tourists to come. One of the hotels affected by the Covid-19 pandemic is Canggu Dream Village. Canggu Dream Village is a three-star hotel located on Batan Kangin Street, Tibubeneng, North Kuta District, Badung Regency, Bali. Canggu Dream Village is one of the hotels that always provides full service to guests when guests come and leave the hotel. In order to maintain and improve the quality of its services, Canggu Dream Village always pays attention to service quality by using guest comments.

Front Office Department is one of the departments in Canggu Dream Village that plays an important role in operations, where the front office usually called the host must give a good first impression to guests to achieve goals and maintain the company's image. The front office department deals directly with guests who are responsible for handling check-in and check-out guests, selling rooms, handling guest transactions, handling guest requests & guest complaints and providing information related to operational activities to other departments (Bagyono, 2012). Therefore quality Front office department services are very influential on guest satisfaction staying, guest satisfaction is created when guests feel the services provided by the front office department are in accordance with their expectations (Wachidyah, 2017).

Good service quality will help the success of a hotel, as is done by the Front Office Department of Canggu Dream Village which always tries to provide the best service to guests who come, stay or leave Canggu Dream Village. In one hand, service quality is the level (excellence) expected and control over these advantages to meet customer desires (C. Lovelock., 2007). Service quality is a measure of how well the level of service provided is able to match customer expectations (F. Tjiptono, 2011). According to Parasuraman, Zeitha, and Berry (Tjiptono, 2012), there are five dimensions of service quality, namely: (1). Physical evidence (tangibles), with regard to the attractiveness of the physical facilities, equipment, and materials used by the company, as well as the appearance of employees. (2). Empathy, that the company understands the problems of customers and acts in the interests of customers, and gives personal attention to customers, and has comfortable operating hours. (3). Reliability, related to the company's ability to provide accurate services from the first time without making any mistakes and deliver its services in accordance with the agreed time. (4). Responsiveness relates to the willingness and ability of employees to help customers and respond to their requests, and inform when services will be provided, and provide services quickly. (5). Assurance, the behavior of employees is able to grow customer trust in the company and the company can create a sense of security for its customers. Assurance also means that employees are always courteous and have the knowledge and skills required to deal with any customer questions or concerns.

Those 5 dimensions can can help a hotel in pursuing the quality service of their hotel based on the comments from the guest. Guest complaints are feedback from customers addressed to companies that tend to be negative. This feedback can be done in writing or orally (Bell, 2016). Complaints or guest complaints are complaints or submissions of dissatisfaction, discomfort, irritation, and anger over services or products (Daryanto, 2014).

Through the description of the background problems described above, this study will ask two questions: (1) How is the service quality of the front office department in Canggu Dream Village and (2) What are the efforts of the front office department in Canggu Dream Village to maintain and improve the quality of its services which in order to analyze the Front Office Department Service Quality at Canggu Dream Village during the pandemic. Some scholars from Bali such as Aryawiguna (2021), Putra (2021), Putra et al (2021), Puspita at al (2021), and Supeno et al (2021) have studied it along 2020-2021 period, this present study is different as it took part in a different location, that is in Canggu Dream Village, Kuta Utara, Badung.

RESEARCH METHODS

This research was conducted for four months by taking the object of the service quality of the front office department at Canggu Dream Village. The types and sources of data used are qualitative and quantitative data with primary and secondary data (Sugiyono., 2015). The sampling method used in this research is purposive sampling, which is one of the non-random sampling techniques where sampling is done by setting specific characteristics that are in accordance with the research objectives so that it is expected to be able to answer research problems (Sugiyono, 2016). The sample used in this study is guest reviews for one year from January 2020 to December 2020 on online travel agents, namely Booking.com, Tripadvisor.com, the official website of Canggu Dream Village and also Agoda.com.

Methods of data collection in this study through observation, interviews, literature study, and documentation. The data analysis technique used in this research is a descriptive statistical analysis technique, namely the statistics used to analyze the data by describing or describing the data that has been collected as it is without the intention of making conclusions that apply to the public or generalizations which are divided into three stages, namely data reduction, data presentation, and drawing conclusions and verification (Sugiyono, 2016).

RESULTS AND DISCUSSION

Service Quality of Front Office Department

Here, we will explain the service quality of the front office department at Canggu Dream Village from the results of combining the four online travel agent data, namely Booking.com, Traveloka.com, Agoda.com and the Canggu Dream Village website based on 5 variables, namely tangible, reliability, responsiveness, assurance and empathy on online travel agent guest reviews for one year from January 2020 to December 2020.

Table 1. Service quality of front office department at Canggu Dream Village 2020

Variable	Indicator	Percentage	
		Positive	Negative
Tangible	The appearance of the front office staff visually attracts attention	0%	0%
	Complete hotel facilities, clean and neatly maintained	32%	2%
Reliability	Quick and good problem solving	2%	0%
	Implementation of check-in and check-out times is fast and appropriate	1%	0.5%
Responsiveness	The staff is fast and responsive in helping to meet the needs of guests	23%	1%
	Responsiveness of front office staff in providing brief, precise and clear information	0%	0%
Assurance	The front office staff ensures that the services provided to guests are carried out in a professional manner	0.5%	0%
	The ability of staff to provide a sense of security and comfort to guests who stay or visit	3%	0%
Empathy	Front office staff can be easily found	0%	0%
	Front office staff can provide good, polite and friendly service to guests	34%	1%
Total		95.5%	4.5%

Based on table 1, it can be explained that from the data on the number of guest reviews from the four online travel agents, namely Booking.com, Traveloka.com, Agoda.com, and the Canggu Dream Village website for one year from January 2020 to December 2020 the quality of front service office department gets a comparison of 95.5% positive reviews while only 4.5% negative reviews.

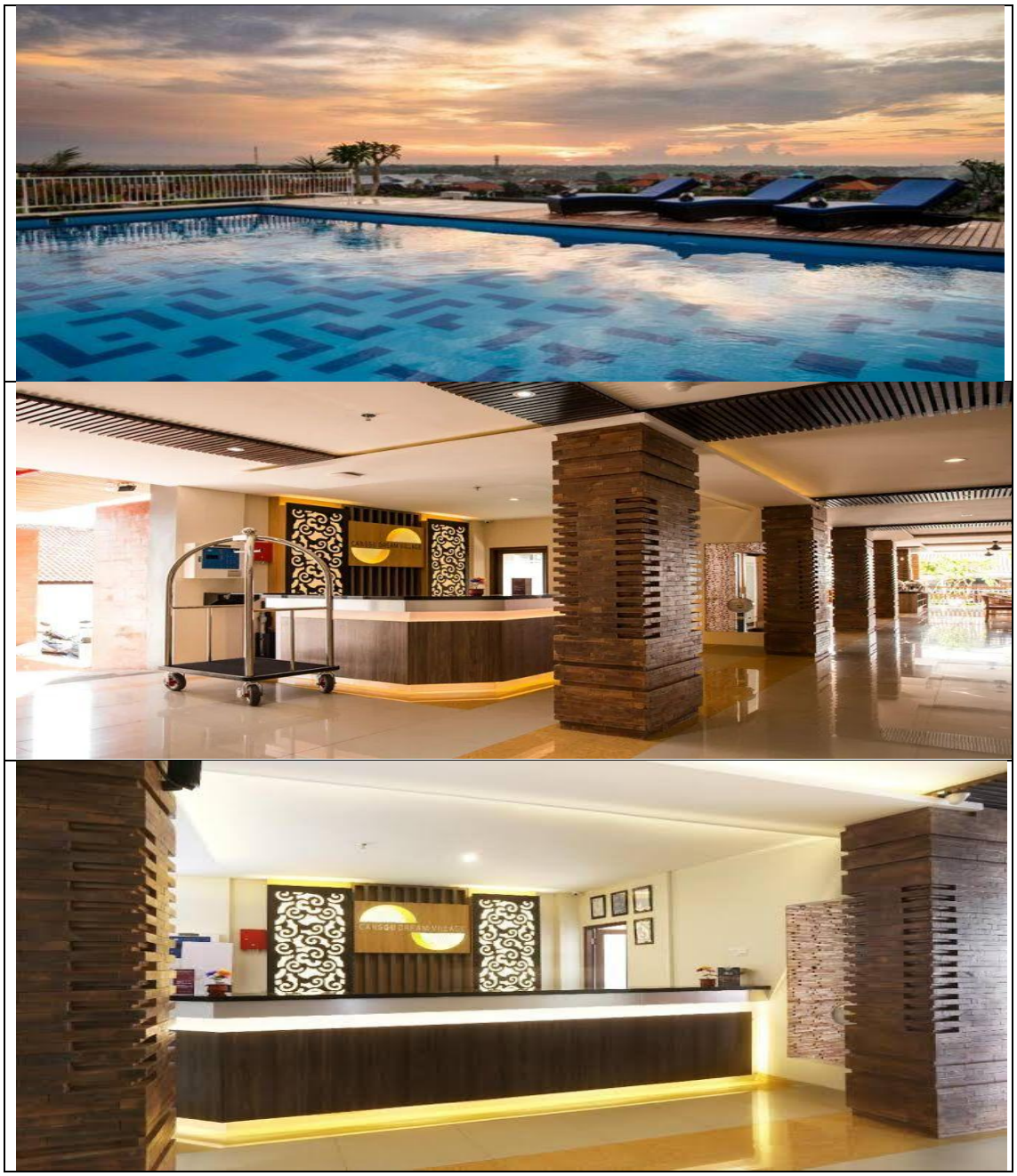


Figure 1. The beauty of Canggu Dream Village
[Source: Safitri, 2021]

All variables have a percentage of positive reviews that are greater than negative reviews and the empathy variable with indicators that front office staff can provide good, polite and friendly service to guests is the dominant variable

by getting a percentage of 34%. In accordance with observations made by researchers for 4 months, the front office staff has provided satisfactory service for guests in providing good, polite, and friendly service when welcoming guests by always saying "Greeting" and smiling so that guests always feel comfortable while staying or visiting at Canggu Dream Village.

In addition to having the most dominant indicator in positive guest reviews, the empathy variable also gets negative guest reviews, namely the indicator that front office staff can provide good, polite, and friendly service to guests by getting a negative review percentage of 1%. Where in terms of content according to observations made by researchers for 4 months, there was an error made by one of the front office staff when handling guests who wanted to check out when checking goods so that guests felt irritated, this is what causes negative reviews given by guests on the empathy variable.

The second dominant variable is tangible with indicators of complete, clean and well-maintained hotel facilities getting a percentage of 32% positive reviews. In accordance with observations made by researchers for 4 months, the front office staff has provided satisfactory facilities for guests in providing facilities in accordance with health protocols. Hotel facilities are provided by the front office department staff in the form of hand sanitizers, masks, and of course the front office department always maintains cleanliness and is assisted by other departments so that the hotel environment is always clean and tidy in every section.

The third dominant variable in positive guest reviews, namely Assurance, gets 2 positive review indicators, namely the staff's ability to provide a sense of security and comfort to guests who stay or visit get a percentage of 3% and also indicators of front office staff ensuring that the services provided to guests are carried out properly. professional with a percentage of 1% while negative reviews 0%. In accordance with observations made by researchers for 4 months, the front office staff always provides services in accordance with standard hotel procedures by always providing a sense of security and comfort to guests.

The fourth dominant variable in positive guest reviews is responsiveness with indicators of fast and responsive staff in helping to meet guest needs getting a percentage of 23%. This means that guests are satisfied with the quality of service provided by the front office department in helping to meet the needs of guests at Canggu Dream Village. In accordance with observations made by researchers for 4 months, the front office staff is always ready to help the needs of guests such as Russian guests who cannot use English in communicating and want to call a taxi, the front office staff helps to call taxis, and there are also some guests who want to do a swab test or rapid test, the front office staff helps to call the nearest hospital that provides swab tests and rapid tests.

In addition to having the most dominant indicator in positive guest reviews, the responsiveness variable also gets negative guest reviews with the same indicator, namely the indicator of fast and responsive staff in meeting guest needs getting a percentage of 1%. According to the observations made by the researcher for 4 months, as for the mistakes experienced by the front office staff, namely forgetting to follow up the complaint, when the guest complained the guest said that the air conditioner in his room was still not functioning properly and was not repaired. This is what makes guests feel irritated so that this causes negative reviews on the responsiveness variable.

The reliability variable gets negative reviews with indicators of fast and appropriate check-in and check-out times getting a percentage of 1%. Where in this

case is in accordance with observations made by researchers for 4 months, at the beginning of the Covid-19 pandemic there was a reduction in some staff. In each shift, the front office staff will only have 1 staff working, so this makes the work of the front office staff a bit hampered and less alert in serving guests.

Maintaing and Improving the the Front Office Quality Service

Based on the results of an interview with Mr. Rahmat Arif as Room Division Coordinator at Canggu Dream Village, To maintain and improve the quality of its services, the front office department at Canggu Dream Village has the following efforts. In an effort to maintain the quality of its service regarding good, polite and friendly service to guests which is the dominant indicator in positive reviews on the online travel agent Canggu Dream Village, the front office department makes efforts such as for example always welcoming guests at the front desk warmly, politely and friendly, besides that the front office staff must have a pleasant personality with a professional attitude. They can handle complaints efficiently and have a good customer service approach. So that efforts to maintain courteous and friendly service to guests if it continues to be applied in everyday situations can attract the attention of guests staying or visiting Canggu Dream Village.

In an effort to improve the quality of its services regarding tangible variables on indicators of complete, clean, and maintained hotel facilities and also regarding health protocols during the Covid-19 pandemic at Canggu Dream Village, the front office department invited related parties to provide counseling guided by hotel services during the pandemic. Covid-19, where this guide is a reference for hotels in carrying out health and hygiene service procedures according to the standards set by the government, namely (1) Ensuring the health and cleanliness of hotel staff by checking body temperature, washing hands with soap regularly, and wearing masks in the hotel area, (2) Always provide alcohol-based hand sanitizer in public areas, such as receptionists, elevators and other areas, (3) Perform periodic cleaning throughout the hotel area with disinfectants, (4) Implement the obligation to maintain a distance between staff and other staff or guests, especially in public areas such as the front office, elevator, and others.

In an effort to improve the quality of its services regarding complaints from guests on negative reviews on online travel agents, the front office department at Canggu Dream Village makes efforts, such as holding a briefing. Briefing is held every day at every shift change which is attended by all front office staff. Briefing in its implementation also depends on the problems faced at that time. In this case, the front office department in charge must be able to pay attention to what are the problems and obstacles on that day to avoid bad effects on the hotel's image. Awareness of the front office department is also highly expected to provide guidance to remind staff of knowledge and abilities based on the fact that the front office department is one of the components of the hotel that provides direct service to guests. Efforts to improve service quality through feedback on guest complaints and follow-up with procedures that have been determined by Canggu Dream Village.

In an effort to improve the quality of its services regarding assurance or the ability of staff to convey trust and confidence to guests so as to foster a sense of security, comfort and assurance to guests, the front office department at Canggu Dream Village always holds Refreshment Training 4 times a month so that later information will be provided. to guests is always the latest information and can be trusted by guests. In addition, the front office department also continues to work

according to the applicable standards at Canggu Dream Village and as much as possible works beyond guest expectations so as to foster a sense of security, comfort and security for guests staying or visiting Canggu Dream Village.

In an effort to improve and maintain the quality of its services regarding the speed and responsiveness of the front office department staff in helping to meet the needs of guests during the Covid-19 pandemic, namely, by always running the SOP that apply at Canggu Dream Village and always reviewing staff performance every month and providing directions or training to front office department staff who do not meet the quality.

CONCLUSION

From guest reviews on the four online travel agents for one year from January 2020 to December 2020, where the service quality of the front office department at Canggu Dream Village gets the total percentage of service quality from the four platforms containing positive and negative reviews. Based on the results of the percentage table of the total positive and negative reviews on Online Travel Agents such as Booking.com, Traveloka, Agoda, and the official website of Canggu Dream Village, the results obtained are 95.5% positive reviews which prove that the quality of front office services is very well implemented so that it can meet the needs and expectations of guests who stay as a whole. On the other hand, negative reviews obtained by 4.5% will be used as development material in improving the performance of front office staff and re-evaluating to be more optimal and fully meet guest needs..

The service quality of the front office department at Canggu Dream Village is based on 5 variables, namely tangible, reliability, responsiveness, assurance and empathy. All of them have a higher percentage of positive reviews than negative reviews and the most dominant variable in positive reviews is empathy by getting a percentage of 34%. In addition to having the most dominant indicator in positive guest reviews, the empathy variable also has negative guest reviews, namely indicators that front office staff can provide good, polite and friendly service to guests by getting a percentage of 1%.

In an effort to maintain and improve the quality of its services, the front office department at Canggu Dream Village conducts: (1) Refreshment training and briefings to front office department staff 4 times a month, (2) Implementing and complying with SOPs that apply in Canggu Dream Village and always reviewing performance staff every month and provide direction to staff who lack quality.

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Cleanliness, Health, Safety, and Environment Sustainability (CHSE) Implementation in Housekeeping Department

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ABSTRACT

Purpose: This study was conducted to determine the application of SOP (standard operating procedures) in the Housekeeping Department before the Covid-19 pandemic and after being certified CHSE (cleanliness, health, safety, and environmental sustainability at the Renaissance Bali Uluwatu Resort & Spa Hotel, Bali, Indonesia.

Research methods: The study uses a qualitative descriptive method using narrative analysis of data sources. The interviews and the informants are addressed were executive housekeepers, housekeeping supervisors, and housekeeping staff at the Renaissance Bali Uluwatu Resort & Spa Hotel.

Results and discussion: There was a significant difference between the application of SOP in the Housekeeping Department (room attendant, public area attendant, and laundry station) before the covid-19 pandemic and after being certified CHSE at the Renaissance Bali Uluwatu Resort & Spa Hotel.

Implication: There are significant differences in the application of SOP at the Renaissance Bali Uluwatu Resort & Spa Hotel after being certified CHSE in the room.

Keywords: standard operating procedures, CHSE, housekeeping department.

INTRODUCTION

Bali is one of the most popular tourist destinations in the world. The alluring charm emanates from the beauty of the island of Bali. Many charms spoil the eye that can be enjoyed in Bali. The beauty of the beaches, to the culture on the island of Bali. The development of Bali tourism from year to year is strongly influenced by the cultural diversity of the Balinese people. Balinese customs, arts, and culture as the dominant basic potential in it implied an ideal of a reciprocal relationship between tourism and culture. This is one of the unique characteristics compared to other destinations in Indonesia. The development of tourism in Bali can be seen from the many facilities and infrastructure available for tourists visiting Bali. Millions of foreign and domestic tourists visit Bali every year, which shows that the island of Bali is still one of the prima donna tourist destinations.

A hotel is a form of accommodation that provides lodging, food and beverage services, and other supporting services for tourists and the general public which is managed commercially (Susepti, et al, 2017). A hotel is a place where lodging, food, and drink are provided, as well as other services, to be rented out

for people who stay for a while (Sutrisno, 2013). Before the Covid-19 pandemic until mid-2019, Bali was still a tourist destination that attracted many tourists and was eyed by investors. However, towards the end of 2019, Bali tourism was slightly disturbed by news from China, namely the presence of a deadly virus originally named SARS Cov-2 and identified as originating from Wuhan in December 2019.

To maintain the room occupancy rate at Renaissance Bali Uluwatu Resort & Spa continues was done by carrying out various promotional activities using influencer services to attract tourists to choose their accommodation as a place to spend their holidays in Bali. One of the hotel related strategies is CHSE implementation.

CHSE stands for Cleanliness, Health, Safety, and Environment. CHSE has been implemented in the tourism and creative economy sectors in Indonesia since September 2020. The goal is to increase efforts to prevent and control Covid-19 for the community in public places and facilities in order to prevent the occurrence of new epicenters or clusters during the pandemic. According to Fitriana & Putri (2021), standard operating procedures (SOP) are defined as written guidelines that are used to encourage and mobilize a group to achieve goals. Muliadi (2015) stated that housekeeping is a department that specifically handles the cleanliness of guest rooms and the entire hotel area, and provides other supporting facilities. According to Wulanto & Hadi (2014), the Housekeeping Department does not only prepare rooms, but this department has duties and responsibilities for all areas of the hotel, both outside and within the hotel area, such as rooms, rented spaces, parking areas, gardens, swimming pools. and other facilities owned by the hotel. So, the Housekeeping Department has the duty and responsibility to maintain the cleanliness, tidiness, beauty, and comfort of the entire area and provide other supporting facilities (Lengkey et al., n.d.).

Room Attendant is an officer who maintains the cleanliness, tidiness, comfort, and completeness of the guest rooms (Tjitrokusmo & Tumbelaka, 2019). Public Area is part of housekeeping which handles the cleanliness and tidiness of the hotel's public areas, cleanliness and tidiness of the hotel which is visited by many guests. (Jubaedah et al., 2018) Laundry is a washing process using water accompanied by supporting facilities such as machines, chemicals, clothes, linens, and other supporting factors. Dry Cleaning is a washing process using oil or solvents with the following facilities: supporting factors such as clothes, dry cleaning machines, chemicals used to remove stains on clothes (Spoting Chemical) and other supporting factors (Hermawan et al., n.d.). Implementation (implementation) is led to activities, actions, actions, or the existence of a system mechanism. Implementation is not just an activity, but an activity that is planned and to achieve the objectives of the activity (Muliadi, 2015).

In this study, the authors include several previous research results, namely the first research entitled "Application of Hotel Health Protocols as Preventive Measures during a Pandemic Period" by (Akademi Pariwisata Medan, 2020) discusses the implementation of the Hotel Health Protocol in the city of Bandung. While this study discusses the implementation of SOP in the Housekeeping Department (room attendant, public area attendant, and laundry station) before the covid-19 pandemic and after being certified CHSE at the Renaissance Bali Uluwatu Resort & Spa Hotel. The second study entitled "Standard Operating Procedures for Room Service Natya Hotel, Tanah Lot, Bali" by (Lukitasari, 2019) This research discusses about reviewing the room service department at Natya Hotel,

namely the obstacles faced in the implementation and efforts of Natya Hotel in increasing the professionalism of room service. Some other studies are from Supeno (2021), Putra (2021), Putra et al (2021), and Puspita (2021). While this study discusses the implementation of SOPs in the Housekeeping Department (room attendant, public area attendant, and laundry station) before the covid-19 pandemic and after being certified CHSE at the Renaissance Bali Uluwatu Resort & Spa Hotel.

RESEARCH METHODS

This research was conducted at Hotel Renaissance Bali Uluwatu Resort & Spa. The object of this research is the application of CHSE in the Housekeeping Department at the Renaissance Bali Uluwatu Resort & Spa Hotel. The type of data used in this study is qualitative data, in the form of information or explanations obtained through observation, in-depth interviews, documentation and literature studies regarding the application of CHSE in the Housekeeping Department at the Renaissance Bali Uluwatu Resort & Spa Hotel.

The researchers use participatory observation where the researchers are directly involved as a field officer so that he can make direct observations to the area, room and laundry. Interview is a data collection technique in which the interviewers (researchers or who are given the task of collecting data) in collecting data asks a question to the interviewee (Cristensen, 2011). In this study, interviews were conducted with related parties to know clearly about "Implementation of CHSE in the Housekeeping Department at Hotel Renaissance Bali Uluwatu Resort & Spa" data analysis begins with interviews with Executive House-keepers, Supervisors and Staff each with five interview questions which refers to the application of standard operating procedures to the room attendant, public area attendant and laundry section before the covid-19 pandemic, and questions that refer to the application of CHSE to the room attendant, public area attendant and laundry section (Housekeeping Department) at Hotel Renaissance Bali Uluwatu Resort & Spa. Documentation is a technique of collecting data through written materials, in the form of organizational structures, photos of activities and additional announcements at the Housekeeping Department. Literature study is a method of collecting data by reading and quoting from literature, books, and documents related to this research, namely the general description of the company, organizational structure, and the level of customer visits.

The method used in this study is a descriptive method using Narrative Analysis, namely research that is described directly orally by telling or telling about the content of the research. This research was collected by discussion, interview and conversation. Data from interviews regarding the implementation of SOP for room attendants, public area attendants, and laundry sections (Housekeeping Department) before the covid-19 pandemic, and during the covid-19 pandemic, they were CHSE certified at the Renaissance Bali Uluwatu Hotel Resorts & Spa. So that a conclusion can be drawn about the application of CHSE in the Housekeeping Department at Hotel Renaissance Bali Uluwatu Resort & Spa.

RESULTS AND DISCUSSION

The implementation of the CHSE SOP for the room attendant is as follows: before starting the process of cleaning the occupied room, there are several steps that must be prepared by the room attendant. The grooming standard for Renaissance Bali Hotel Uluwatu Resort & Spa is Renaissance Hotel housekeeping polo

shirt, black shorts, wearing sandals and make-up for female room attendants, must wear masks and hand gloves that have been provided at the hotel. Implementation of CHSE-certified SOP , which is not checking the room status anymore, but directly equipping the trolley with amenities, guest supplies, compliment, chemical, equipment, lin-en, towels in accordance with standard operating procedures (SOP) at Hotel Renaissance Bali Uluwatu Resort & Spa. After preparing the trolley, the room attendant is ready to be briefed by the Supervisor and Housekeeper directly at the Housekeeping office. During the briefing room attendant is given an Assignment or Room Boy Control Sheet, where the Supervisor will explain the status of the room, (Vacant Dirty, Occupied, Out Of Order), at the Assignment there is also a room number, room type, reservation status, arrival /departure time, and VIP room. Here is an example of an Assignment or Room Boy Control Sheet:

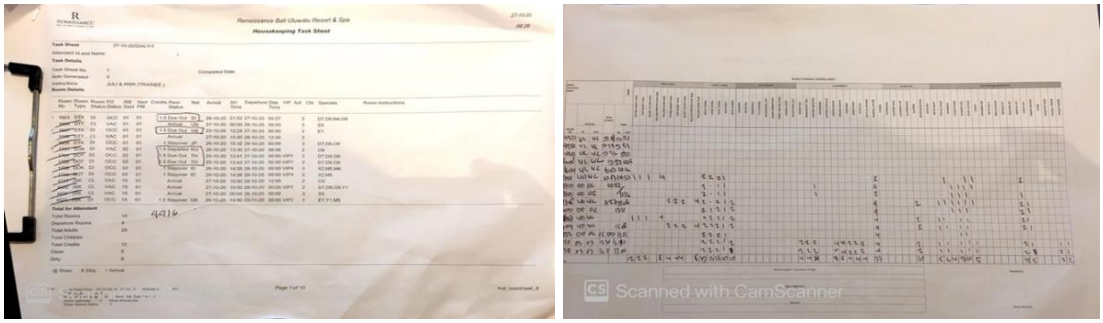


Figure 1. Assignment or room boy control sheet
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

During the Briefing, Hotel Renaissance Bali Uluwatu Resort & Spa also provided Styling Train-ing Calander to the room attendant every day which meant to provide additional knowledge and also to remind each other to trainees as well as Room At-tendant, Public Area Attendant and Laundry Section. about the importance of SOP Housekeeping. Here is an example of Styling Training Calander.



Figure 2. Styling training calander
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

The supervisor also reminded the Room Attendants to support each other between the Styling team and to comply with the health protocol, namely 3M (wearing masks, washing hands and maintaining distance) when in the area or in the room.

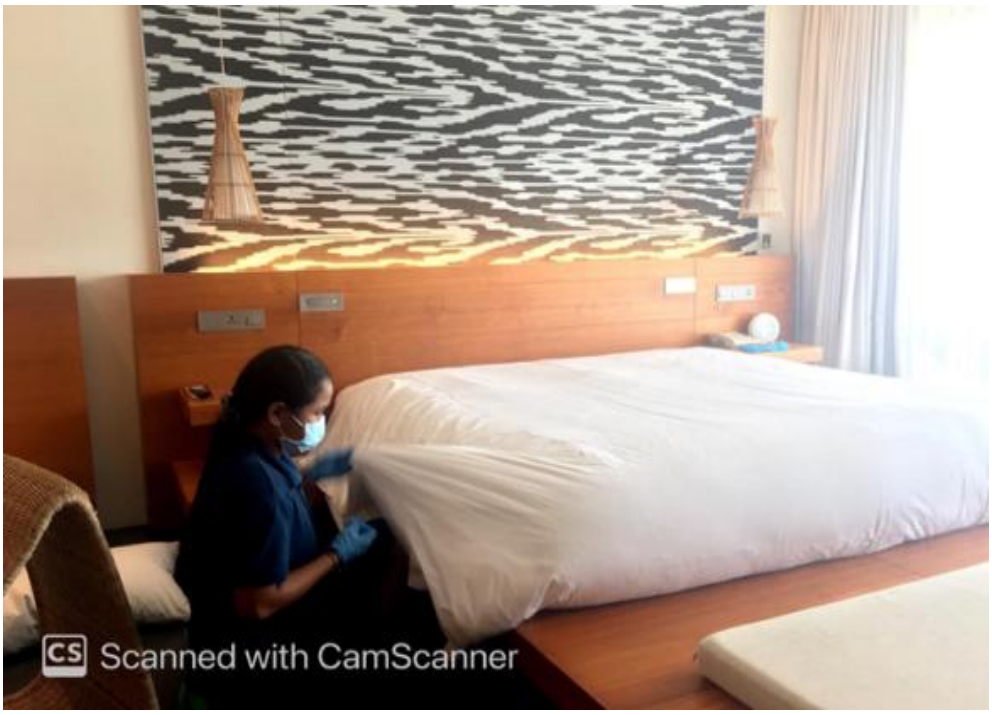


Figure 3. Room attendant adhere to health protocols
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

The first step taken by the room attendant when cleaning the room is to place the Trolley right in front of the door of the room to be cleaned (don't block the Corridor), then knock on the door first (3 times) by saying "Housekeeping" to make sure whether the guest has really left or not. not yet. If there is no answer, open the door using the Card Key. After arriving in the room, re-assure the possibility that guests are still in the bathroom by saying "Housekeeping", if it is completely empty, start by turning on the lights first, to illuminate and to find out if any lights are off and don't forget to open day & night curtain the next step is to check around the room, if there are valuables in the room, report it to the Supervisor or just send a photo of the valuable item via the Housekeeping Ambassador group so that later we have evidence when asked by the guest, that the valuable item is lost we have put it in its original place or we have no one to take the item. Next, check the Mini Bar Items contained in the Refrigerator, if they are incomplete, immediately inform the Order Taker so that they are immediately included in the guest bill and the Mini Bar is re-equipped by the Mini Bar Runner/Housemen. And also collect Room Service equipment if any, then call the Room Service section to pick it up in front of the room. If guests request or have dirty clothes to be washed, call the Laundry (Valet) to pick them up.

The next step is to throw garbage from all the trash in the room into the trash bag in the trolley then collect the ashtray and dirty glasses in the room and throw the dirt into the trash bag in the trolley, then soak in the washbasin with warm water. The next step is to collect all the dirty linen in the room, take it to the

trolley to be stored in the dirty linen bag. Then take the required amount of clean linen. Start making the bed, put the bed sheet according to the size (king, queen or single), open the bed sheet with the middle fold right in the middle of the bed so that it symmetrically folds the top under the mattress, the rest of the sheets on the left and right of the bed are folded under the mattress forming 45 degrees then insert the duve into the duve cover spread it on the bed sheet, the left and right ends of the duve are parallel to the width of the mattress as well as the bottom end don't forget to tidy up and tighten the duve until it's neat, last on the bed, put it on pillow cases. After making the bed, wash the ashtray and dirty glasses that have been soaked in warm water, then dry. Next, clean the bathroom starting from the Toilet Bowl, flush the toilet bowl with water then give a cleaning drug or chemical, namely Neutral Bathroom Cleaner, let stand for 5 minutes then rub into all parts of the toilet bowl using a toilet bowl brush then just flush or flush again with water, then dry using an OO towel. Next, clean the part of the wash basin to be cleaned, given a cleaning drug, namely MPC (Multi Purpose Cleaner), rub all parts until clean then rinse with warm water then wipe with an OO towel.

The next step is to clean the shower, wet the shower glass with warm water, give cleaning medicine, namely MPC (Multi Purpose Cleaner) or Glass Cleaner, give cleaning medicine also on the shower room wall, rub the shower glass with a sponge then rub the shower room wall then rinse the shower glass, wall and all the parts that have been scrubbed using warm water then dry with an OO towel, and finally arrange guest belongings neatly. The next step in cleaning the bathroom is cleaning the bath tub with Neutral Bathroom Cleaner and MPC (Multi Purpose Cleaner) rub all parts clean then rinse with warm water then wipe with OO tow-el. The next step is to put it back in its original place, ashtray, glass drinks, and trash cans, all of which are cleaned and absolutely spotless. The next procedure is to equip the bathroom with the necessary equipment such as: Bath Towel, Hand Towel, Face Towel, Bath Mat, Bath Robe, Bath Soap, Facial Soap, Loofa, Bath Salt, Bath Gel, Shampoo, Conditioner, Shower Cap, Sewing Kit, Shaving Kit, Dental Kit, Vanity Kit, Emery Board, Comb, Body Lotion, Sanitary Bag, Tissue Roll, and Tissue Box. Also complete the Guest Amenities Supllies such as: Paper Bag, Laundry Bag, Slippe, Shoe Shine Bag, Shoe Mit and Stationary such as: Coaster, Note Pad, Pen/Pencil, TV Channel, Tel-ephone List, Guest Directory, Terry Reuse Card, Green Card, and Spa Days. Here are some additional settings that are set on all rooms at Hotel Renaissance Bali Uluwatu Resort & Spa. Additional settings for the implementation of SOP that have been certified CHSE, namely the announcement of the covid-19 prevention method, Hygiene Set and Rest Assured announcement which contains the sentence: (to anticipate your stay, we have cleaned your room according to our hygiene standards high quality, and we have also cleaned your room with a disinfectant including: all bathroom surfaces, knobs + switches, door handles, all electronics + telephones, all shelves and television remote controls.Besides in the rooms, we have also implemented cleaning protocols and state-of-the-art cleaning technology throughout our public spaces. If you would like to inquire about our cleaning practices, please inquire directly with our hotel Cleaning Champion (Housekeeping).



Figure 4. Covid-19 prevention method announcement
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]



Figure 5. Hygiene Set & announcement Rest Assured
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

The next procedure is dusting all room furniture in a clockwise direction, during dusting there is a new SOP application during the covid-19 pandemic after being CHSE certified, namely dusting using chemical Disinfectant and arranging guest belongings neatly without changing the place then clean the carpet from dust by using a vacuum cleaner (Vacuum Cleaner). Then the room lobby duster from the farthest direction from the room and mopping the room from the farthest distance too. When the room work has been completed, the last step that the Room Attendant must take is to check once again to make sure that the room is really clean and tidy, then close the window blinds according to Standard Operating Procedures. The last step is to fill in the Room Attendant Report.

The first step taken by the room attendant when cleaning the check out room is to place the Trolley right in front of the door of the room to be cleaned (don't block the Corridor), then knock on the door first (3 times) by saying "Housekeeping" to make sure the guest is right– is it out or not. If there is no answer, open the door using the Card Key, when it is completely empty, start by first turning on the lights, to illuminate and to find out if any lights are off and don't forget to open the day & night curtain. The next step is to check around the room, if there are valuable items in the room, report it to the Supervisor or just send a photo of the valuable item via the Housekeeping Ambassador group. The next procedure is to check the Mini Bar Items contained in the Refrigerator if it is incomplete, immediately inform the Order Taker so that it is immediately included in the guest bill, and the Mini Bar is re-equipped by the Mini Bar Runner/Housemen. And also collect Room Service equipment if any, then call the Room Service section to pick it up in front of the room. The next step is to throw trash from all the trash in the room into the trash bag in the trolley then collect the ashtray and dirty glasses in the room and throw the dirt into the trash bag in the trolley, then soak in the washbasin with warm water.

The next step is to collect all the dirty linen in the room, take it to the trolley to be stored in the dirty linen bag. Then take the required amount of clean linen. Start making the bed, put the bed sheet according to the size (king, queen or single), open the bed sheet with the middle fold right in the middle of the bed so that it symmetrically folds the top under the mattress, the rest of the sheets on the left and right of the bed are folded under the mattress form 45 degrees then insert the duve into the duve cover spread it on the bed sheet, the left and right ends of the duve are parallel to the width of the mattress as well as the bottom end don't forget to tidy up and tighten the duve until it's neat, last hold on the bed, attach the pillow case . After making the bed, wash the ashtray and dirty glasses that have been soaked in warm water, then dry. Next, clean the bathroom starting from the Toilet Bowl, flush the toilet bowl with water then give a cleaning drug or chemical, namely Neutral Bathroom Cleaner, let stand for 5 minutes then rub into all parts of the toilet bowl using a toilet bowl brush then just flush or flush again with water, then dry using an OO towel. Next, clean the part of the wash basin to be cleaned, given a cleaning drug, namely MPC (Multi Purpose Cleaner), rub all parts until clean then rinse with warm water and then wipe with an OO towel. The next step is to clean the shower, wet the shower glass with warm water, give cleaning medicine, namely MPC (Multi Purpose Cleaner) or Glass Cleaner, give cleaning medicine also on the shower room wall, rub the shower glass with a sponge then rub the shower room wall then rinse the shower glass, wall and all the parts that have been rubbed using warm water then dry with an OO towel.

The next step in cleaning the bathroom is cleaning the bath tub with Neutral Bathroom Cleaner and MPC (Multi Purpose Cleaner) rub all parts clean then rinse with warm water and then wipe with an OO towel. The next step is to put it back in the original place of the ashtray, drinking glass, and trash can, all of which have been cleaned and are really clean. The next procedure is to equip the bathroom with the necessary equipment such as: Bath Towel, Hand Towel, Face Towel, Bath Mat, Bath Robe, Bath Soap, Facial Soap, Loofa, Bath Salt, Bath Gel, Shampoo, Conditioner, Shower Cap, Sewing Kit, Shaving Kit, Dental Kit, Vanity Kit, Emery Board, Comb, Body Lotion, Sanitary Bag, Tissue Roll, and Tissue Box. Also complete the Guest Amenities Supllies such as: Paper Bag, Laundry Bag, Slippe, Shoe Shine Bag, Shoe Mit and Stationary such as: Coaster, Note Pad, Pen/Pencil, TV Channel, Telephone List, Guest Directory, Terry Reuse Card, Green Card, and Spa Days in accordance with the SOP at Hotel Renaissance Bali Uluwatu Resort & Spa. The next procedure is dusting all room furniture in a clockwise direction and then cleaning the carpet from dust using a Vacuum Cleaner. Then the lobby duster room from the farthest direction from the room and mopping the room from the farthest distance too. When the room work has been completed, the last step that the Room Attendant must take is to check once again to make sure that the room is really clean and tidy, then close the window blinds according to the Standard Operating Procedure. The last step is to fill in the Room Attendant Report.

The application of a CHSE-certified SOP with a room status of “occupied room” is exactly the same as a CHSE-certified SOP with a “check out” room status”. The difference is that they are required to wear masks or hand gloves when working, after cleaning the bathroom, the occupied room, the room attendant rearranges the guest's belongings, while the check out room does not rearrange the guests' belongings but sets them back according to standard operating procedures. in the room. And there are also differences in the application of SOPs that have been certified CHSE with the status of a "check out room" room, namely before cleaning, the room must be sprayed with disinfectant and then left for one night. Here is a photo of the room attendant ready to spray disinfectant into the room with a complete Health Protocol.



Figure 6. Room attendants ready to spray disinfectant into guest room
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

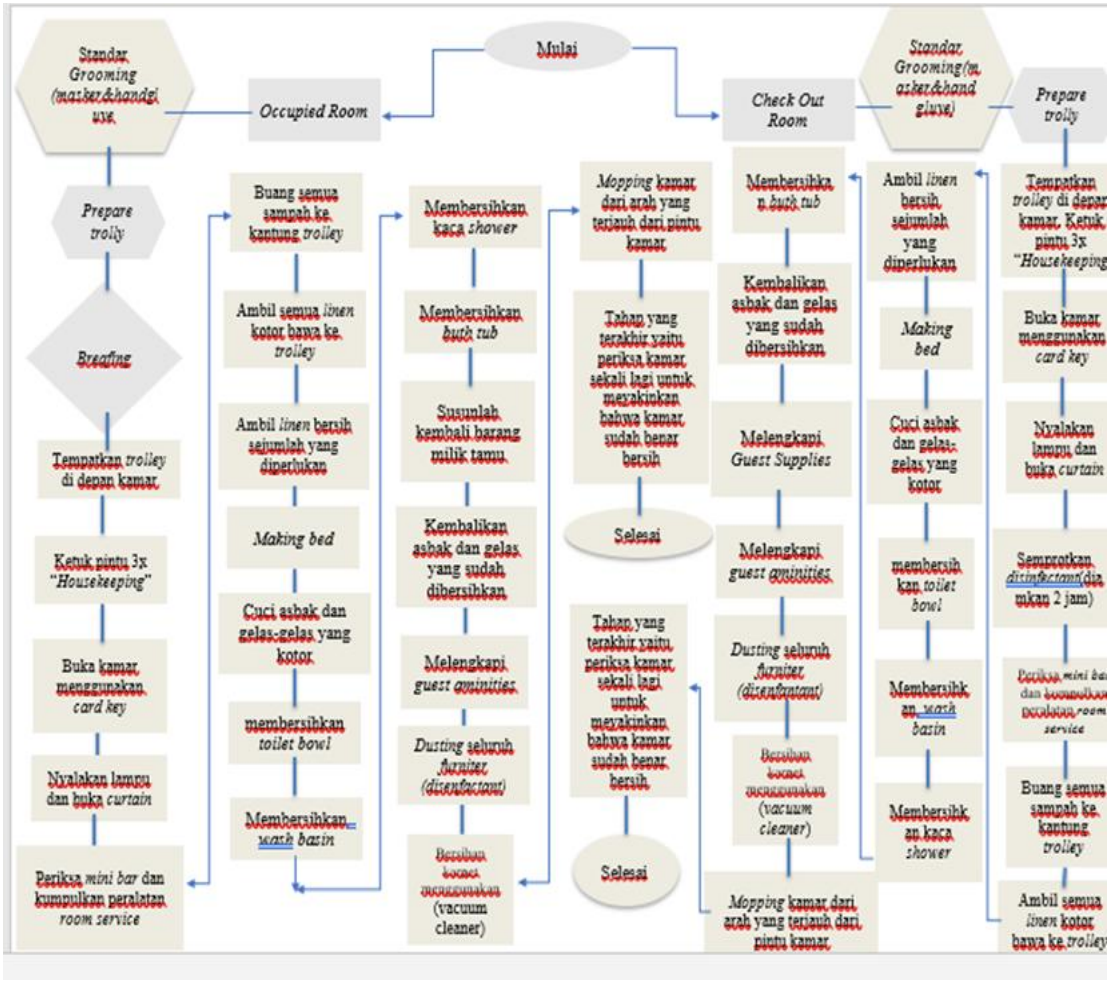


Figure 7. Flowchart of CHSE implementation in occupied room and check out room
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

Public area section is a section or section in the housekeeping department which is in charge of cleaning and maintaining public areas which include offices (offices) and public areas (public areas). The public area must be cleaned every 1 hour because the rooms in this public area have a higher occupancy/arrival rate than guest rooms. Included in the areas cleaned by the public area attendant are: Lobby, Elevator, Stairs, Corridor, All Rest Room, Meeting Room (Meeting Room), Employee Room (Locker), Function Room, Fitness Center (Gymnastic), Swimming Pool (Swimming Pool), and Children's Playground. The researcher only research in the lobby (front office) because the lobby is a very important part, the face of the hotel itself, and can be said to be the heart of the hotel, for that cleanliness here is very mandatory to be maintained.

Before starting the process of cleaning the lobby area, there are several steps that must be prepared by the public area attendant in accordance with standard operating procedures (SOP) at Hotel Renaissance Bali Uluwatu Resort & Spa. The grooming standard for the Renaissance Hotel Bali Uluwatu Resort & Spa is a Renaissance Hotel housekeeping polo shirt, black shorts, wearing sandals, make-up for the female public area attendant, must wear a mask and hand gloves that have been provided at the hotel. All public area attendants have worn uniforms in accordance with the standards set by Hotel Renaissance Bali Uluwatu

Resort & Spa. The cleaning procedure stage that will be carried out in the Lobby is in accordance with the CHSE-certified SOP at the Renaissance Bali Uluwatu Resort & Spa Hotel, includes preparing equipment and cleaning materials to support cleanliness, replacing and cleaning rest rooms, cleaning dirty ashtrays, picking up scattered trash and reporting guest items left behind to the supervisor, cleaning trash cans, cleaning all glass and windows, dust furniture, decoration and lobby telephones, remove stains on walls and pictures, and beside each picture frame, clean floor tiles (mopping), clean area carpets using a vacuum, tidy up furniture, sofas and chairs if necessary, if there are ants or cockroaches in the lobby area contact pest control immediately.

In accordance with the implementation of SOP that have been certified CHSE at the Renaissance Bali Uluwatu Resort & Spa Hotel, namely every rest room is sprayed with disinfectant every two hours, there is also a body temperature check and hand sanitizer in front of the lobby, hand sanitizer. In front of each lift and in the lift, hand sanitizer is also provided in front of each Rest Room, Meeting Room, Employee Room (Locker), Function Room, Fitness Center (Gymnastic), Swimming Pool (Swimming Pool), Restaurant, Bar, Parking and Children's Playground. The supervisor also reminded the Room Attendants to support each other between the Styling team and comply with the health protocol, 3M (wearing masks, washing hands and maintaining distance) when in the area or in the room.



Figure 8. Announcement behind all rest room doors at Hotel Renaissance Bali Uluwatu Resort & Spa
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]



Figure 9. Check body temperature in lobby and hand sanitizer in front of rest room
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

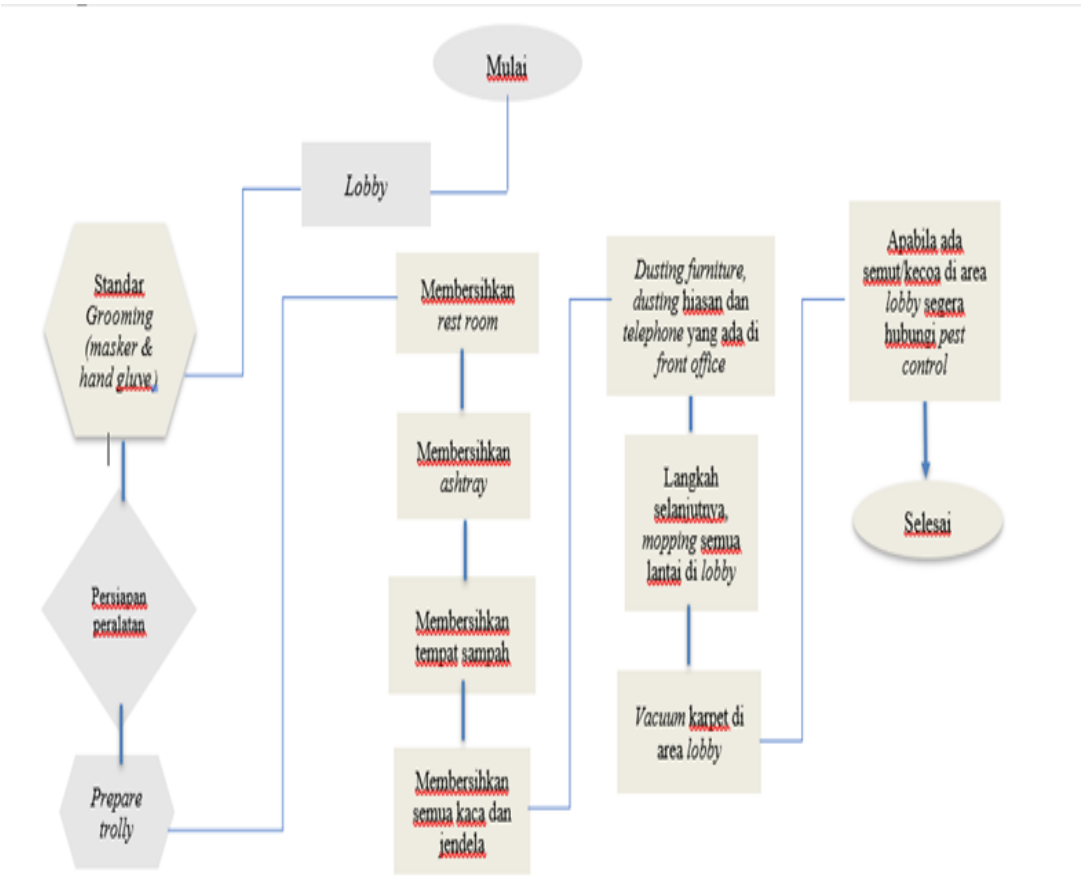


Figure 10 Flowchart of CHSE implementation in the lobby
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

There are several steps that must be prepared by the laundry section in accordance with standard operating procedures (SOP) at Hotel Renaissance Bali Uluwatu Resort & Spa. The grooming standards for Renaissance Bali Hotel Uluwatu Resort & Spa are polo housekeeping Hotel Renaissance black shorts, wearing sandals, make-up for public area attendant Women, must wear masks and hand gloves that have been provided at the hotel. In washing guest clothes at Hotel Renaissance Bali Uluwatu Resort & Spa. The first step is taking guest clothes, taking guest clothes is known from the information that has been notified by the room attendant, or also from guests who directly call the House-keeping Office to immediately take the clothes that they want to wash immediately. Then, the Housekeeping Office (order taker) notifies the information to the Laundry section. Then the laundry staff immediately took the clothes to be washed in the guest room.

Arriving in the guest room, the laundry staff knocked on the room door 3 times by saying "laundry service" if there was no answer from inside the room, start opening the door slowly and say "laundry service" then see what clothes are there on the laundry list to be washed, then put it in the laundry bag. If there is a guest in the room, before entering the door knocks 3 times by saying "laundry service", if there is an answer, enter immediately and greet, then immediately see the laundry list and put the clothes into the laundry bag, then give a sign such as the room number on the laundry guest's bag before the clothes are taken to the laundry. Furthermore, the sorting is done by the laundry staff, sorting is done according to the material, type, and color of the clothes. Then the clothes that have been sorted are put into the washing machine and add the appropriate chemical for the clothes. After washing, the laundry staff transfers the washed clothes to the dryer. This is done only by the laundry staff because clothes should not be put into the dryer carelessly, because the clothes that will be put into the dryer must match the material and type. Then pressing or ironing, ironing is done using a garment press (depending on the clothes according to the type of fabric). Here is a picture of the laundry section ironing one of the guest's clothes by implementing the Health protocol.



Figure 11. The laundry section is ironing one of the guest's clothes by applying the health protocol
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

After being ironed and then given perfume after that the laundry staff will immediately pack it with plastic to make it look neat and not wrinkled. The last stage is to deliver clothes to the guest room, the guest clothes delivery is only done by the laundry section staff because the delivery part is related to money, before entering the room we knock on the door 3 times by saying "laundry service" as in the first point. When delivering guest clothes, the laundry section staff does not forget to bring the billing, then the bill-ing is given to the guest so that the guest signs it, the guest can also pay the laundry cash directly, and the laundry section staff informs the housekeeping room if the laundry has been paid in cash.

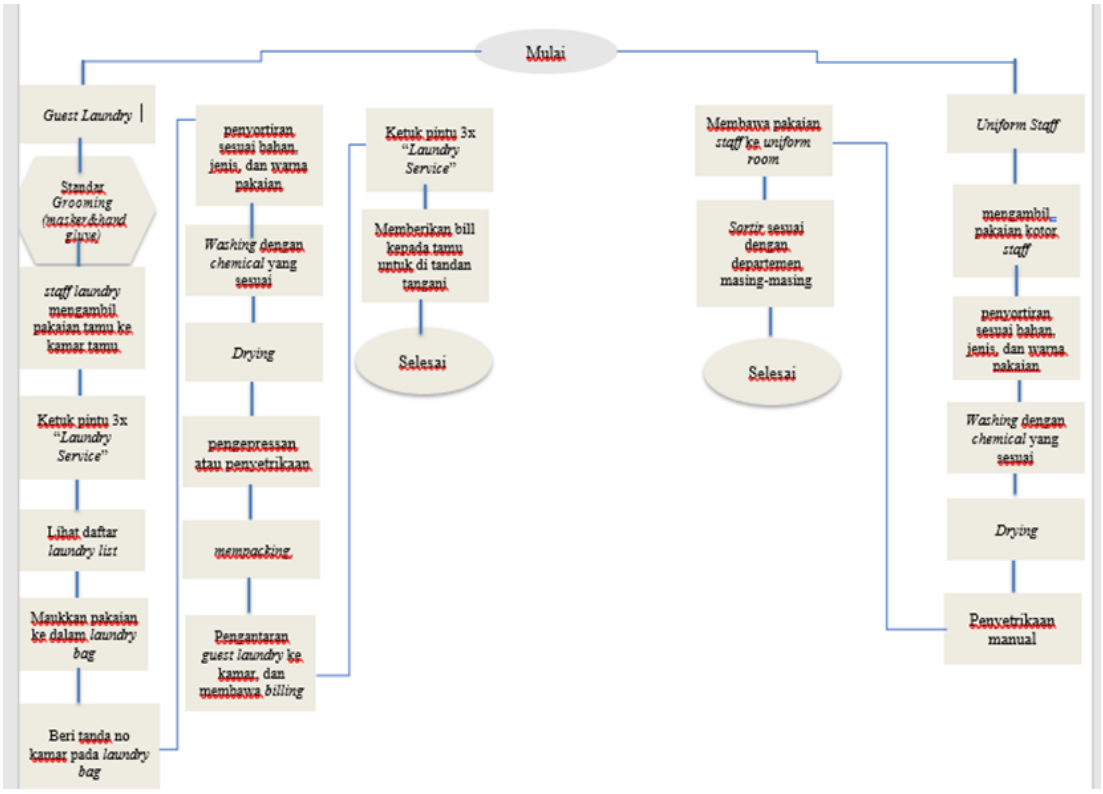


Figure 12. Flowchart Implementation CHSE on guest laundry & uniform staff
[Source: Housekeeping Department Bali Uluwatu Resort & Spa, 2021]

Before starting the process of washing staff clothes, there are several steps that must be prepared by the laundry section in accordance with standard operating procedures (SOP) at Hotel Re-naissance Bali Uluwatu Resort & Spa. The grooming standard for Renaissance Hotel Bali Uluwatu Resort & Spa is Renaissance Hotel housekeeping polo shirt, black shorts, wearing sandals, make-up for female public area attendants, required to wear masks and hand gloves that have been provided when washing staff uniforms. Standard Operating Procedures (SOP) after being CHSE certified in the washing of all staff clothes at the Renaissance Bali Ulu-watu Resort & Spa Hotel, the first step for the laundry staff to take all the staff's dirty clothes in a place that has been provided to put dirty clothes, then when it is in the laundry Sorting is done, all the staff's clothes are sorted one by one according to the material, type, and color of the clothes. Then the clothes that have been sorted are put into the washing machine and add the appropriate chemical for the clothes. After washing, the laundry staff transfers the washed

clothes to the dryer. This is done only by the laundry staff because clothes should not be put into the dryer haphazardly, because the clothes that will be put into the dryer must match the material and type. The next procedure is to do pressing or ironing, ironing is done using a garment press or manual ironing only (depending on the type of clothing). After ironing then given perfume. The last procedure is to bring all the staff's clothes to the uniform room where there will be sorting of staff clothes according to their respective departments.

CONCLUSION

It can be concluded that the implementation of SOP prior to the covid-19 pandemic at the room attendant (occupied room & check out room), public area attendant (lobby), and laundry section (guest laundry & uniform staff) at Hotel Renaissance Bali Uluwatu Resort & Spa are as follows: Implementation of SOP with room status "occupied room" is exactly the same as SOP (standard operating procedures) with the status of the room "check out room", the difference is that after cleaning the bathroom, the occupied room, the room attendant re-arranges the guest's belongings, while the check out room does not rearrange the guest's belongings but Set back according to in the room.

Implementation of SOPs in the lobby, namely grooming, cleaning rest rooms, cleaning ashtrays, cleaning trash cans, cleaning all glass and windows, dusting furniture, decorations and lobby telephones, removing stains on walls and pictures, mop-ping, cleaning carpets area using a vacuum, tidying up furniture, sofas and chairs if necessary.

Application of SOP at Laundry Guest & Uniform Staff includes both have a washing method with the first step, which is sorting according to the material, type, and color of clothes. Then after being sorted, put into the washing machine and add the appropriate chemical to the clothes. Transfer to the dryer according to the ingredients, and the type. Next is to do pressing or ironing (depending on the clothes according to the type of fabric) after being ironed and then given perfume. The last guest laundry procedure is to bring the guest laundry clothes to the room, while the uni-form staff procedure is to take them to the uniform room where the staff clothes will be sorted according to their respective departments.

The implementation of SOP has been certified CHSE to the room attendant (occupied room & check out room), public area attendant (lobby), and laundry section (guest laundry & uniform staff) at Hotel Renaissance Bali Uluwatu Resort & Spa, namely on (occupied room & check out room) there was a change, before the covid-19 pandemic the room attendant checked the room status was changed by holding a briefing, before cleaning the check out room there was an additional SOP, namely spraying Disenfactant into the room and then leaving it for one night, before working there was an addition grooming must use (mask & hand glove), additional set up in the room, namely (announcement of covid-19 prevention method, Hygiene Set, announcement rest assured) when dusting in the room it is mandatory to use chemical disinfectant.

In the public area, there are additional SOPs , namely cleaning the rest room area, which must be sprayed with disinfectant every two hours, and additional set ups in the lobby such as checking body temperature and hand sanitizer in front of the lobby, hand sanitizer in front of each in the lift and in the lift, hand sanitizer is also provided in front of each rest room, meeting room, employee room (locker), function room, fitness center (gymnastic), swimming pool (swimming pool), restaurant, bar, parking and children's playground.

In laundry, there is an addition of SOP , namely grooming must use (mask & hand gluve) to pick up and deliver Guest Laundry as well as during the sorting process, washing, because it can prevent transmission of Covid-19 from guests and in the Hotel Renaissance Bali Uluwatu Resorts & Spa area.

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Marketing Communication Model to Enhance Hotel Brand Image

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ABSTRACT

Purpose: The purpose of this study was to determine the position of the marketing communication model implemented to improve the brand image of The Kayon Jungle Resort, Bali, Indonesia, and to determine the alternative marketing communication model that should be applied by the Sales and Marketing Department in improving the brand image of the hotel.
Research methods: The analytical technique used is the mixed method design of Sequential Exploratory; Internal Factor Summary Matrix (IFAS), External Factor Analysis Summary Matrix (EFAS), Internal-External Matrix (IE), SWOT Analysis, and Quantitative Strategic Planning Matrix (QSPM).
Results and discussion: The results of the IFAS matrix analysis show that the main strengths are reviews and comments left by guests on the internet, as well as having a distinctive and unique room, restaurant, swimming pool, yoga pavilion, and gym, while the main weaknesses are a lack of variety and intensity of sales promotion activity. According to the results of the EFAS matrix analysis, the main opportunity is the Policy to maintain guest privacy, safety, and comfort by The Kayon Jungle Resort management, while the main threat is the Intensity of beneficially campaign.
Implication: The Kayon Jungle Resort is in the Growth Strategy (Cell I) position according to the results of the IE matrix analysis. The SWOT analysis results in nine alternative marketing communication strategies, three of which are prioritized and calculated by the QSPM matrix with a total TAS of 303.72, 298.05, and 287.31.

Keywords: marketing communication, alternative strategy, brand image.

INTRODUCTION

Ubud is a tourist area that is developing very rapidly and has been visited by many foreign tourists. Tourists often are seeking a tourist attraction in the form of rural nature typical of Ubud, in the form of traditional residential layout and architecture, beautiful natural surroundings, holy places/temples, art, and cultural exhibits, museums, galleries, and also being personally interested in the socio-cultural life of a community renowned for its warm hospitality. The natural scenery of the countryside, such as the cliffs, ravines, and rivers with clear water, the terraced rice fields, the thickets and the atmosphere of the community, is a typical Ubud panorama that can provide visitors with serenity and inspiration.

In addition to the uniqueness of the tourist attractions mentioned above, the availability of many and complete tourist facilities in Ubud village, such as hotels of various types, and their uniqueness, restaurants and bars offering food and drinks at varying prices, transport facilities from simple to luxurious, bank/money exchange, tourist information, postal services, and telecommunications services, there are also quite a variety of shopping centers with quite different rates.

The Kayon Jungle Resort located in Banjar Bresela, Bresela Village, Payangan District, Gianyar, in the "dulang" or "wanci" handicraft center as one of the tools for religious ceremonies in Bali. Its strategic location is surrounded by rice fields and directly opposite the tropical rainforest valley so guests can experience the sensation of tranquility and the beauty of its natural scenery. The Kayon Jungle Resort is designed for tourists who are looking for a luxurious resort with a blend of enchanting nature. The Kayon Jungle Resort, with the slogan "Truly Ubud Escape," wants to continue the success of The Kayon Resort and to provide guests with an experience of the uniqueness, cultural characteristics of Ubud, with 5-star resort services that cannot be found elsewhere.

Sales and marketing department is responsible for planning and implementing marketing campaigns to achieve hotel occupancy goals. Sales and marketing also have an essential role in developing a hotel's image (brand image). Marketing communication is part of the sales and marketing department responsible for enhancing The Kayon Jungle Resort brand image on the market, increasing the market interest in the goods and services offered, and increasing the market strength of the products.

Marketing and communication also responsible for carrying out short-term/long-term promotions, namely through The Kayon Jungle Resort social media, and direct marketing through email and telephone to establish partnerships with other parties, such as sponsorships. The use of social media such as Instagram, Facebook, and also TikTok is among the tools that can be used by the Kayon Jungle Resort marketing communication to promote and increase brand awareness and also enhance Brand Image. By utilizing social media, the marketing communication is able to provide easy to access information on the products and services offered by The Kayon Jungle Resort, as well as to inform and educate guests about The Kayon Jungle Resort. One of the factors needed in building and strengthening brand image is the strength of brand association (Keller, 2013). It means a brand should be more recognized than the competitors should. The strategy used by the Marketing Communication department of The Kayon Jungle Resort is to develop this through collaboration with external parties such as the media and influencers to provide information to the public.

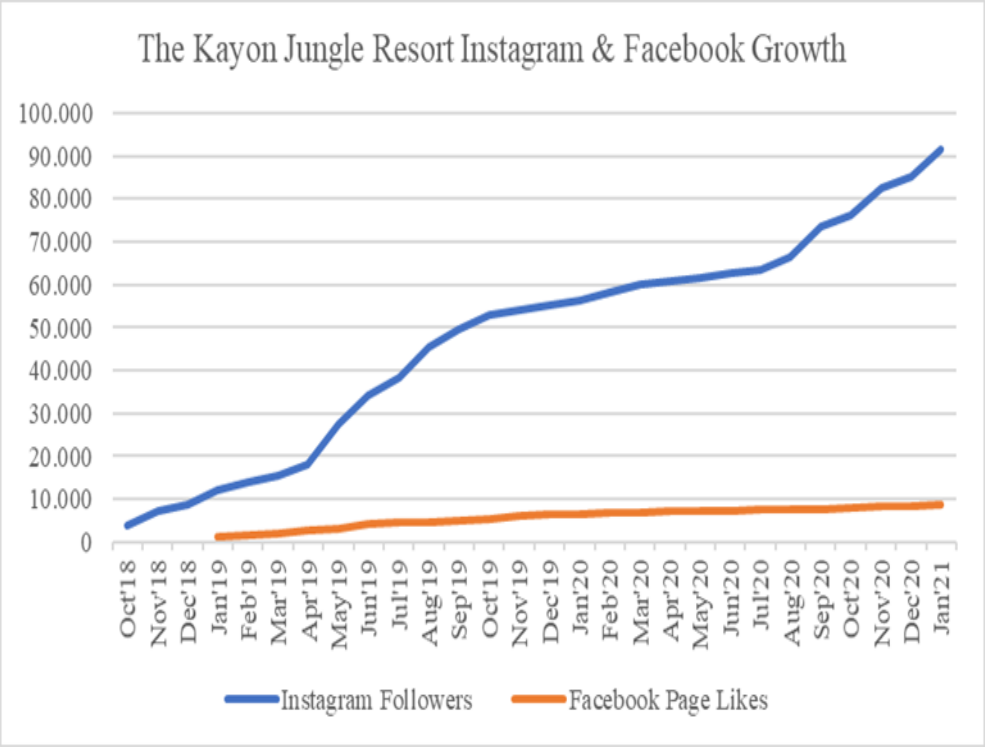


Figure 1. Social media growth of The Kayon Jungle Resort account
[Source: Processed Facebook & Instagram data, 2021]

As one of the integrated social media, Instagram and Facebook play a crucial role in building appropriate perceptions and attitudes in a consumer's mind, which is necessary for forming a strong brand, so that Instagram can be used as a company benchmark for its existence in the community (Martinus & Chaniago, 2017). The Kayon Jungle Resort Facebook and Instagram growth have significant increase in the last two years. Of course, this is thanks to The Kayon Resort, the predecessor of The Kayon Jungle Resort which has been operating for 6 years. This explains The Kayon Jungle Resort rapid growth since The Kayon brand was already established and had an excellent reputation among travelers. The application of social media in business is to use them for various kinds of promotional activities. Initially, those activities consisted in maintaining good customer relations and promoting brands, companies, or products. Further on, marketers began to appreciate another feature of social media, i.e., the possibility to engage customers in developing/shaping new products (Polańska, 2014). Brand followers on social media often engage in support activities such as via sharing or generating brand contents and spreading positive Word of Mouth about the brand throughout their peer networks (Kim, 2020).

In hotel industry, the main indicator of success depends largely on the occupancy rate. It is measured by the number of rooms booked divided by the number of room available (Bardi, 2011). Occupancy Rates are considered of utmost importance for the hotel's management in general, and for sales department in particular (Sada et al., 2013). The higher the number of room occupancy, the bigger will be the profits. On the contrary, a lower number the occupancy rate, the lower will be the profits. A hotel occupancy rate is seasonal in nature. Thus, it is common for hotel to record high occupancy rate during the "peak" seasons (Abdullah & Hamdan, 2012).

Table 1. Room occupancy of The Kayon Jungle Resort 2018–2020

No	Year	Actual	Target	Variance
1	2018	41,27%	30%	11,27%
2	2019	94,4%	91%	3,4%
3	2020	41,27%	43%	-1,73%

[Source: The Kayon Jungle Resort, 2021]

Based on table 1, the target room 91% occupancy of The Kayon Jungle Resort in 2019 is achieved with the actual room occupancy is 94,4%. But during 2020, as we might know there is a covid-19 pandemic and force the Sales and Marketing department to decrease the target occupancy. According to (Soehardi & Untari, 2020), the existence of occupancy levels that are less than hotel capacity means that there are lost sales opportunities, which leads to a decrease in hotel income. Therefore, many hotels with low occupancy rates prefer to continue to function normally in the non-peak period, as long as the current occupancy rate includes variable costs and contributes to covering fixed costs (wages, salaries, depreciation of assets, rents, electricity, and other costs). But despite many strategies and promotions created and launched, The Sales and Marketing Department could not achieve the target occupancy rate with -1,43% variance. This is where a marketing communication plan is important in implementing long-term and short-term social media campaigns to enhance the brand image at the Kayon Jungle Resort Hotel.

Hotel is a business that provides food, beverage, and room facilities services for tourists who are travelling commercially without any special agreement (Sulastiyono, 2018). It is explained that a hotel is a public accommodation facility for tourists by providing room service, food and beverage providers, and accommodation on payment terms (Rumekso, 2013).

Marketing Communication can also be stated as a communication activity that aims to convey messages to consumers using various media, with the hope that communication can produce three stages of change, namely changes in knowledge, changes in attitudes, and changes in desired actions. Change in knowledge is the earliest stage of a communication process that includes cognitive effects, namely the stage of awareness of the existence of a thing (Kennedy, John E; Dermawan Soemanagara, 2006). Marketing Communications are the means by which firms attempt to inform, persuade, and remind consumers -directly or indirectly- about the products and brands they sell. In a sense, marketing communications represent the company's voice and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity. Marketing Communications also works for consumers when they show how and why a product is used, by whom, where, and when. Consumers can learn who makes the product and what the company and brand stand for, and they can get an incentive for trial or use. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. They can contribute to brand

equity -by establishing the brand in memory and creating a brand image- as well as drive sales and even affect shareholder value (Kotler, Philip; Keller, 2012).

Marketing Strategy is the marketing logic by which the company hopes to create this customer value and achieve these profitable relationships. The company decides which customers it will serve (segmentation and targeting) and how (differentiation and positioning). It identifies the total market and then divides it into smaller segments, selects the most promising segments, and focuses on serving and satisfying the customers in these segments (Kotler & Armstrong, 2012). Marketing strategy is a plan that describes the company's expectations of the impact of various marketing activities or programs on demand for its product or product line in a particular market. Companies can use two or more marketing programs simultaneously because each type of program (such as advertising, promotion, sales, personal selling, customer service, and product development) has a different effect on demand. Therefore, a mechanism is needed to coordinate marketing programs so that they are aligned and synergistically integrated. This mechanism is called a marketing strategy (F. & G. C. Tjiptono, 2017). The marketing strategy provides direction about variables such as market segmentation, target market identification, marketing mix positioning elements, and marketing mix costs. In its strategic role, marketing includes every effort to achieve conformity between the company and its environment to find solutions to the problem of determining two primary considerations. First, what business is involved in Second, how the selected business can be run successfully in a competitive environment based on the marketing mix to serve the target market (Fahmi, 2017).

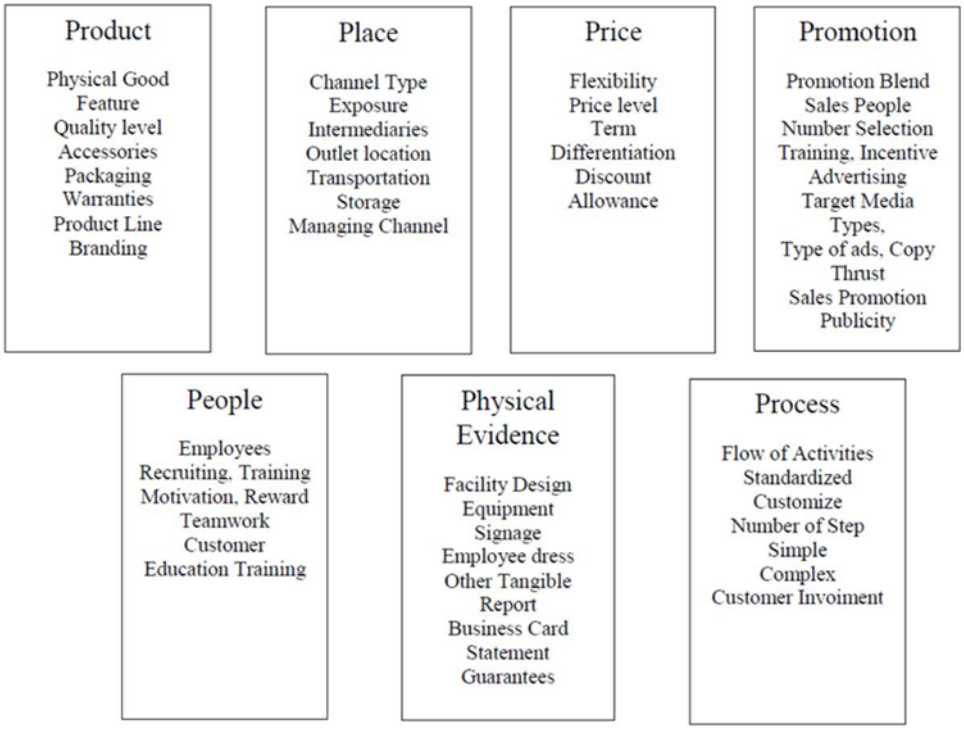


Figure 2. Element of 7P Marketing Mix
[Source: Zeithaml et al., 2018]

The Marketing Mix is the set of tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to influence the demand for its product. (Kotler & Armstrong, 2012). Marketing mix is a set of tools that can be used marketer to design service characteristic that offered to consumer (F. Tjiptono, 2014). The marketing mix consists of elements called 7P, such as product, price, promotion, place, people, process, physical evidence. There some indicators can be used in each variable of marketing mix according to (Zeithaml et al., 2018) here are some elements marketing mix of service based on figure 2.

Brand image is a description of association and consumer confidence towards certain brands. Brand image is the observation and trust held by consumers, as reflected in the association or in the consumer's memory (F. Tjiptono, 2005). The brand image includes knowledge, customers' opinion, and non-physical characteristics and physical products, also image that customer give to the product (Soltani et al., 2016). Brand image is a unique set of associations in the mind of customers regarding what a brand stands for, and the implied promises the brand makes (Neupane, 2015). Brand image is the perception and belief held by consumers, as reflected by the association that is inveterate in the customer's memory, which is always remembered first when hearing the slogan and inveterate in the minds of consumers (Kotler & Keller, 2012). The external factors consist of several aspects from the external environments of the company consist of Purse string, Partnership, Policy, People, Perception, Promotion (Salman et al., 2017).

RESEARCH METHODS

This research begins, by identifying internal variables which are internal factors of The Kayon Jungle Resort with indicators of the 7P elements of the marketing mix according to (Kotler & Armstrong, 2012), namely product, price, place, physical evidence, people, process, promotion. External variables in this study consist of several aspects from the external environment of the company according to (Salman et al., 2017). The types of data in this research are quantitative and qualitative, and data sources are primary and secondary data. The method used to determine sample in this study using non-probability sampling. The non-probability sampling technique is a sampling technique that does not provide an opportunity for each member of the population to be used as a research sample (Ridwan & Kuncoro, 2012). The non-probability sampling technique used in this research is purposive sampling. According to (Ridwan & Kuncoro, 2012) purposive sampling is a sampling technique used by researchers if the researcher has certain considerations in taking the sample or determining the sample for a specific purpose. The sample are General Manager, Resort Manager, and all staff from the Sales and Marketing Department totaling 7 people. The collection methods used in this study were interviews and questionnaires.

This study uses a combination of several analysis techniques were IFAS (Internal Factor Analysis Summary) matrix EFAS (External Factor Analysis Summary) matrix IE (Internal-External) and SWOT matrix. According to (Rangkuti, 2016), the tools used for compiling the company's strategic factors is a SWOT matrix, and QSPM (Quantitative Strategic Planning Matrix) analysis.

According to (Purwanto, 2012) QSPM analysis is an analysis that is used to find the alternative strategy whether the best to be applied in a company. In analyzing the data in this study, the researcher observed and interviewed internal and external factors at The Kayon Jungle Resort to the corresponding respondents. Furthermore, sorting the data and identifying the result files from the interviews into tabulations of internal and external factors which will be used as questionnaires to be distributed and filled out by 7 respondents. The results of the distribution of the questionnaire will be used to measure the weight, rating, and score of the IFAS and EFAS. After obtaining the total IFAS and EFAS scores will be used to determine the current position of the company then combine internal and external factors into the SWOT matrix to formulate four strategies between SO (Strength-Opportunity) strategies, ST (Strength-Threat) strategies, WO (Weakness-Opportunity) strategies, and WT (Weakness-Threat) strategies. The final stage of data analysis in this study is to evaluate alternative strategies to find alternative marketing communication model that must be prioritized through QSPM analysis.

RESULTS AND DISCUSSION

Analysis of Internal and External Factors

The first step is to conduct a qualitative analysis by conducting interviews related to internal and external factors at The Kayon Jungle Resort to informants, namely the General Manager and Sales Manager who had the authority to determining and developing the marketing model for sales and marketing of the products and services at The Kayon Jungle Resort, and understand how the marketing mix strategy that are applied in order to enhance the brand image of the hotel. Furthermore, the results of the interview will be used as a means of measuring weight, rating, and score in quantitative analysis. The results of the interviews in this study then inputted into the IFAS (Internal Factor Analysis Summary) matrix (Table 2) and the EFAS (External Factor Analysis Summary) matrix (Table 3). In this study, the researcher processed the data to find out the results of the rating and weighting of the two matrices, and later to be used in analyzing the position of The Kayon Jungle Resort in the IE (Internal-External) matrix in Figure 1. In the IFAS and EFAS matrix, the scores are obtained by multiplying the weight and rating of each indicator. The internal factors in the IFAS matrix are divided into two categories, namely Strengths and Weaknesses. The IFAS matrix score obtained is 3,25 can be seen in Table 2.

Table 2: IFAS of Marketing Communication Model

No.	Strength	Weight	Rating	Score
1	Resort designed for adult and suit for Honeymooners.	0,045	3,71	0,17
2	Resort package such as: honeymoon, romantic dinner, pre-wedding, half day tour, day pass, yoga class, mini cinema.	0,047	3,86	0,18
3	5 types of room with valley and jungle views with a complete facility.	0,047	3,86	0,18
4	Competitive room price and package price with excellent services and facilities.	0,047	3,14	0,15
5	Discount price during certain day and event.	0,051	3,00	0,15
6	Reachable by private and public transportation.	0,044	2,71	0,12

7	Secluded and private area.	0,049	3,71	0,18
8	Cozy & comfortable environment.	0,051	3,71	0,19
9	Easy access of official website and virtual leisure media.	0,051	3,00	0,15
10	Review and comment given by guests on the internet.	0,053	4,00	0,21
11	Quality and competence of employees.	0,051	3,14	0,16
12	Responsiveness of employee towards request.	0,053	3,71	0,20
13	Hospitality of employee towards request.	0,053	3,71	0,20
14	Standard operational procedures that carried out in the hotel.	0,049	3,14	0,15
15	Interesting Hotel building.	0,047	3,86	0,18
16	Has a distinctive & unique room, restaurant, swimming pool, yoga pavilion, and gym.	0,053	4,00	0,21
17	Has an attractive and distinctive logo, websites, and brochures.	0,051	3,86	0,20
	Total			2,98
No.	Weakness	Weight	Rating	Score
1	Usage of paid media	0,051	2,00	0,10
2	Variety & intensity of sales promotion activity	0,051	1,57	0,08
3	Variety & intensity of social media management and engagement	0,053	1,71	0,09
	Total	0,16	5,28	0,27
	Total Weight x Rating for Internal Factor			3,25

[Source: Processed Data, 2021]

After analyzing the internal factors, then the external factors faced by The Kayon Jungle Resort will be analyzed. The external factors in the EFAS matrix are divided into two categories, namely Opportunities and Threats. The IFAS matrix score obtained is 3,35 can be seen in Table 3.

Table 3: EFAS of Marketing Communication Model

No.	Opportunities	Weight	Rating	Score
1	The availability of funding by the management in supporting marketing activities and branding	0,082	3,71	0,31
2	Age restriction rules that applied	0,072	3,71	0,27
3	Policy to maintain guest privacy, safety, and comfort	0,086	4,00	0,34
4	Local people culture and hospitality	0,082	3,57	0,29
5	The role of stakeholders	0,082	3,14	0,26
6	Maintaining a positive impression	0,086	3,86	0,33
7	Review, comment and guest interaction on social media platform	0,089	3,86	0,34
8	Active to listening and receiving input and feedback from guest	0,089	3,86	0,34
9	Type of external services on marketing	0,082	3,14	0,26
10	Credibility and rating of external services	0,082	3,71	0,31
	Total	0,83	36,57	3,05
No.	Threats	Weight	Rating	Score

1	Mutually cooperation/campaign among hospitality chains	0,086	1,86	0,16
2	Intensity of beneficially campaign	0,082	1,71	0,14
	Total	0,17	3,57	0,30
	Total Weight x Rating for External Factor			3,35

[Source: Processed Data, 2021]

After analyzing the Internal and External Factors, the total score is processed into IE (Internal-External) matrix. The score of the IFAS matrix analysis is 3,25 and the score of the EFAS matrix analysis is 3,35. The score results from these two matrices are used to analyze the position of The Kayon Jungle Resort, in Figure 1.

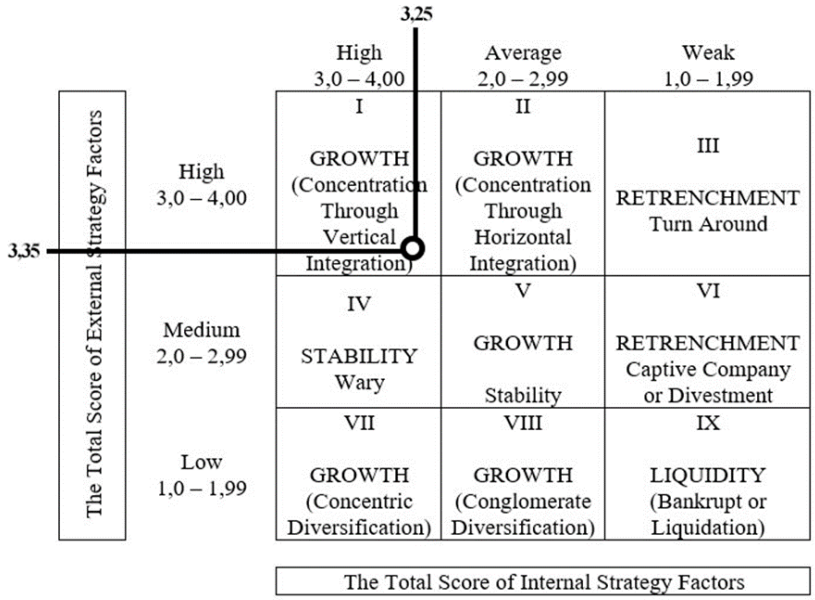


Figure 3. Current position of The Kayon Jungle Resort by IE Matrix.

Figure 3 shows the position of The Kayon Jungle Resort marketing communication strategy in cell I of the IE (Internal-External) matrix. Cell I show the marketing communication model at The Kayon Jungle Resort is in the growth strategy stage with concentration through vertical integration. The results of the IE matrix are used as consideration to formulate an alternative marketing communication strategy through the SWOT matrix.

Table 4: SWOT Matrix

IFAS / EFAS	Strengths (S)	Weaknesses (W)
	SO Strategies	WO Strategies
Opportunities (O)	Showing reviews given by guests on the website of The Kayon Jungle Resort The Kayon Jungle Resort create their own printed and electronic magazine	Use the existing budget to advertise on Google Ads Maximizing the features on Instagram and Facebook in creating content to increase engagement on social media Start a hotel loyalty program
Threats	ST Strategies	WT Strategies

(T)	Holding events in Ubud with tourism industry players to foster cooperation and networking. Develop different publication channels such as TikTok and Twitter	Adding staff to the marcomm department in order to facilitate and support the marketing, branding and promotion activities Collaboration to increase the value of products and services The Kayon Jungle Resort provided

[Source: Processed Data, 2021]



Figure 4. The beauty of The Kayon Jungle Resort
[Source: Kusuma, 2021]

Based on Table 4, the following is the explanation of the formulation for each alternative marketing communication strategy.

1. SO (Strength-Opportunity) Strategies

There are two alternatives marketing communication strategies generated in the SO strategies. The first is showing reviews given by guests on the website of The Kayon Jungle Resort. This aims to gain a sense of trust on website visitors, then an effective medium to explain the benefits and also how the products and services work at The Kayon Jungle Resort. Furthermore, website visitors will find it easier to connect with testimonials provided by previous guests, making it easier for them to relate with our brand, where a strong emotional connection makes it easier for us to attract new potential customers. Second is The Kayon Jungle Resort create their own printed and electronic magazine. To provide added value for staying guests by filling magazine content with articles that interest guests, such as culture and history of tourist destinations near the hotel, art and music articles, and other news that guests may be interested in.

2. ST (Strength-Threat) Strategies

There are two alternatives marketing communication strategies generated in the ST strategies. The first is holding events in Ubud with tourism industry players to foster cooperation and networking. To share experiences and strategies, then provide the management with the opportunity to see and learn, allowing company to better understand the competition in the tourism industry today. Second is develop different publication channels such as TikTok and Twitter. It is to make the brand more accessible anywhere, at any time, increasing the number of people who see the brand and, as a result increasing customer reach and maximizing sales.

3. WO (Weakness-Opportunity) Strategies

There are two alternatives marketing communication strategies generated in the WO strategies. The first is use the existing budget to advertise on Google Ads. To easily monitor the performance of the advertisements we run, and the insight data from our ads will be presented in statistical form, and to create better campaign or ads with backed statistical data. Second is Maximizing the features on Instagram and Facebook in creating content to increase engagement on social media. To increased marketing reach, increased brand awareness, and an easier time attracting new guests and create higher quality and more engaging content for customers using the built-in features on Instagram and Facebook. Third is start a hotel loyalty programs. To add more value to the products and services obtained by loyal guests of The Kayon Jungle Resort by offering a variety of special offers such as discounted room rates, ease of booking or cancellation, and rewards when guests stay.

4. WT (Weakness-Threat) Strategies

There are two alternatives marketing communication strategies generated in the WT strategies. The first is adding staff to the marcomm department in order to facilitate and support the marketing, branding and promotion activities. To form an ideal marketing communication team, with a staff specialist who possesses a specific set of skills to improves the quality of the work produced. Second is Collaboration to increase the value of products and services The Kayon Jungle Resort provided. To stand out and add value to the products and services provided so the it will be more in demand by consumers.

QSPM (Quantitative Strategic Planning Matrix) Analysis

The final stage of this research is to determine the evaluation of all previously developed strategies using the SWOT matrix into the QSPM analysis. The purpose of this assessment is to determine the best strategies that can be implemented to enhance brand image of The Kayon Jungle Resort. This QSPM

Total Attractiveness Score (TAS): Average Rating x Average Attractiveness Score

matrix assessment uses the average rating value and the average attractive score (AS) of the alternative strategy that produce the Total Attractiveness Score (TAS). The Calculation formulas are as follows:

The following is the ranking of the alternative marketing communication strategies obtained based on the calculation of the TAS value in the QSPM matrix, which shown in Table 5.

Table 5: Alternative Marketing Communication Model by QSPM

Strategy Code	Alternative Strategies	TAS
WO2	Maximizing the features on Instagram and Facebook in creating content to increase engagement on social media	303,72
SO2	The Kayon Jungle Resort create their own printed and electronic magazine	298,05
SO1	Showing reviews given by guests on the website of The Kayon Jungle Resort	287,31
WO3	Start a hotel loyalty program	258,83
WO1	Use the existing budget to advertise on Google Ads	209,04
ST1	Holding events in Ubud with tourism industry players to foster cooperation and networking.	206,04
WT2	Collaboration to increase the value of products and services The Kayon Jungle Resort provided	204,73
ST2	Develop different publication channels such as TikTok and Twitter	195,75
WT1	Adding staff to the marcomm department in order to facilitate and support the marketing, branding and promotion activities	186,76

[Source: Processed Data, 2021]

Table 5 shows the results of the assessment of the alternative marketing communication strategy chosen by the Sales and Marketing Department which should be applied in enhancing brand image of The Kayon Jungle Resort. The management can apply all of the strategies or some of the alternative strategies that suits the condition and goals of the hotel. In the QSPM analysis, General Manager, Resort Manager along with all Sales and Marketing Department staff has assessed and selected top three alternative marketing communication strategies that are prioritized to be implemented in enhancing brand image of The Kayon Jungle Resort. The first strategy is WO2 with a TAS of 303,72 is to maximizing the features on Instagram and Facebook in creating content to increase engagement on social media. The second strategy is SO2 with a TAS 298,05 is The Kayon Jungle Resort create their own printed and electronic magazine. Then the third strategy is SO1 with a TAS of 287,31 is to Showing reviews given by guests on the website of The Kayon Jungle Resort.

CONCLUSION

Based on the results of previous research and discussion, the conclusions are as follows. The implementation marketing communication model at The Kayon Jungle Resort is by the 7P elements of the marketing mix such as product, price, place, promotion, people, process, physical evidence. The marketing communication strategy at The Kayon Jungle Resort is currently namely the Growth Strategy stage with concentration through vertical integration, this strategy is designed to achieve growth, whether in sales, assets, profits, or a combination of the three, for example, by reducing prices, developing new products, increasing the quality of products or services, or increasing access to

a wider market. Therefore, the alternative marketing communication model that should be implemented by marketing communication to enhance brand image of The Kayon Jungle Resort are maximizing the features on Instagram and Facebook in creating content to increase engagement on social media. Then, The Kayon Jungle Resort create their own printed and electronic magazine, and also showing reviews given by guests on the website of The Kayon Jungle Resort.

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Does Dummy Food Display Effect on Food Purchase Decisions? (A Case Study of Coco Ichibanya Neo Soho Jakarta)

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ABSTRACT

Purpose: This research aims to determine the effect of dummy food displays on the food purchasing decision at Coco Ichibanya Neo Soho, West Jakarta, Indonesia.

Research methods: This research has a dummy food display as an independent variable and a purchasing decision as to the dependent variable. The measurement of variables used in this research is a Likert scale. The population is consumers who have visited Coco Ichibanya Neo Soho West Jakarta. This research used 96 respondents who were sampled because they met the specified criteria. The accidental sampling method is the method applied in this research. This research used questionnaires as primary data and websites, journals, books, and others related to the research as secondary data. The analyzing method used in this research is a simple regression test method with the help of an SPSS 25 computerized program.

Results and discussion: The validity test results state the dummy food display (0.368-0.662 > 0.1) and purchasing decisions (0,400-0,621 > 0.1) so that it is claimed as valid. T-test results conclude that the dummy food display has a positive effect on purchasing decisions because the significance value of 0,000 is less than the value of 0.05.

Implication: The dummy food display has a positive and significant effect on purchasing decisions. It can be useful to answer the problem regarding the purchasing decision of Coco Ichibanya Neo Soho based on the dummy food display.

Keywords: product display, dummy food display, purchase decision.

INTRODUCTION

The world has experienced the development of the service industry in the food and beverage sector which is increasing which creates promising opportunities to do business in this field. This sector has brought a positive influence to Indonesia which can be used as an example of the application of industrial technology 4.0 and Society 5.0. There are so many suppliers and users that Indonesia has begun to implement and develop the food and beverage sector in the form of foreign products and local products. This development has inspired many people to create new opportunities that are quite competitive for the international market and have been adapted to the latest trends (Annisa, 2018).

This can make people get an innovation accompanied by the creativity as a means to have a business in the food and beverage sector. Entrepreneurs always think about how to increase sales in the food and beverage sector so that ideas about food displays emerge. After this innovation was developed to create fake food or artificial food or dummy food (food replicas) that can make it easier for consumers to see the food on the menu clearly and in detail.

At the beginning of the 20th century Fake foods / artificial food/dummy food (food replicas) were invented in Japan by Takizo Iwasaki who pioneered the food replicating technique and spread it throughout Japan. He set up a factory in his hometown, Gunjoyawata, Gifu prefecture. Gifu is one of the number one food replica manufacturers in Japan with a market share of 60%. Gifu is a source of food replicas on display in over half of Japan (japan-brand, 2014). Iwasaki Mokei was the first person to open a food replica workshop (sample village Iwasaki) in 1932 which has served almost the entire food replica market in Japan. Iwasaki Mokei's first shop is in the suburbs, then the second one is in the city center (www.japan-guide.com, 2019).

Food replicas can provide expectations and curiosity about the products offered regarding the appearance of the food, the deliciousness of the food, and the quality of the food. Vision is the first thing that affects the decision to buy, besides that there is also curiosity about the product that makes consumers consider the decision to buy or not. This method is an effective promotion and also does not require a lot of money, it only requires regular maintenance and adjusted settings. The purchase decision process for food replicas, namely receiving information about food visually, considering, and deciding to buy. This dummy food display innovation can bring benefits to the restaurant in increasing sales and attracting customers because of its attractive appearance with colors made in such a way that it resembles the original shape which can affect purchasing decisions.

This research was conducted at Coco Ichibanya Neo Soho Jakarta. Coco Ichibanya is a Japanese food service company based in Ichinomiya, Aichi, Japan. This restaurant uses a dummy food display to promote the food menu it sells. Prospective consumers will see food replicas displayed in front of the outlet, this food replica becomes a representative picture of the food or drinks that consumers will get when ordering. This trick is so effective that buyers have an idea of what kind of food they will get when ordering.



Figure 1. Dummy food display at Coco Ichibanya Neo Soho Jakarta
(Source: Neo Soho Jakarta, 2021).

According to Alma quoting Schultz (2004: 184), the display is an urge to attract attention and interest in a product that can trigger a desire to buy based on direct visual appeal. According to Sopiah and Syihabudhin (2008: 238) states that the display is an effort that requires structuring displays towards consumers so that they can be easily seen and attract consumers to buy because of the emergence of consumer interest in buying can be influenced by a good display. The display is a product arrangement that can be seen easily by consumers which aim to attract consumers to see and decide to buy (Putri, 2008).

Purchasing decisions are the best conclusions in making purchase decisions so that consumers can reach these conclusions by carrying out various activities. The existence of quality in the activities carried out creates a totality of conclusions that are following the wishes and needs of consumers (Budi, 2012). Based on the theoretical studies that have been described, the hypotheses in this study are as follows: H1: The dummy food display influences the decision to buy food and drinks at Coco Ichibanya Neo Soho.

The conceptual framework of the research in this study is as follows (Figure 2).

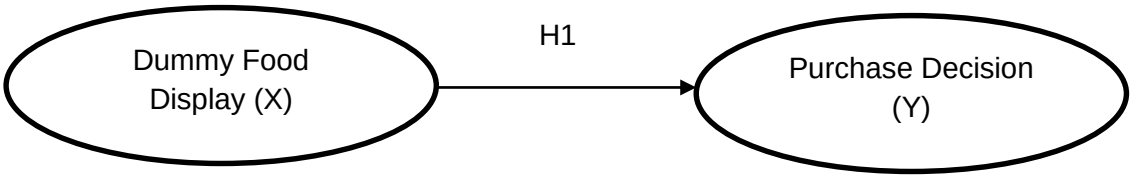


Figure 2. Conceptual Framework.

RESEARCH METHODS

The location of the research was carried out in Coco Ichibanyak Neo Soho Jakarta, Central Park Neo Soho, Jalan Letjen S. Parman, Grogol Petamburan, West Jakarta. The population used in this study are consumers at Coco Ichibanya Neo Soho Jakarta. by using a population that is infinite population / not limited so that researchers use this type of population because of the large number of populations and the exact number they have is not known. This study has population criteria that can be used as samples, namely: (1) Have you been to Coco Ichibanya Neo Soho, (2) Have you ever bought Coco Ichibanya Neo Soho products.

This study applies the accidental sampling method which can take samples when anyone coincidentally meets a researcher who has a match so that it can be used as a sample or data source. Regarding the calculation of the sample in this study using the Lemeshow formula. So from the above calculations can be obtained the results of the minimum sample required by the number of 96 respondents who will be used in this study.

Data collection is done by distributing questionnaires obtained from individual sources or individuals such as the results of the questionnaire through the google form media. The analytical method used in this study is a simple regression test method using statistical analysis and testing the influence between the independent variable and the dependent variable through the help of the SPSS 25 computerized program. The multiple linear regression equation for simple linear regression is as follows.

$$Y=a+Bx\text{…….(1)}$$

Y : Purchase decision
a : Constant (Y value if X = 0)
b : Regression coefficient (significance value increase or decrease in variable Y to variable X)
X : Dummy Food Display

RESULTS AND DISCUSSION

This study used 96 respondents who were used as samples with the criteria of having visited and made a purchase. The research was conducted at Coco Ichibanya, Central Park Neo Soho, Jalan Letjen S. Parman, Grogol Petamburan, West Jakarta.

The results of the study stated that the dummy food display variable had a correlation value between 0.368 to 0.626 whose value was more than the predetermined 0.1 value and the purchasing decision variable had a correlation value of 0.400 to 0.621 which value was more than the predetermined 0.1 value. . Therefore, the statement understudy is declared valid.

Based on research conducted, the dummy food display variable produces an alpha value of 0.703 while the purchase decision variable produces an alpha value of 0.700, both of which are greater than the predetermined value of 0.6 so that it can be ascertained that the statement is reliable.

The Simple Linear Regression Analysis used in this study aims to find out the effect of the dummy food display (X) on purchasing decisions (Y).

Table 1: Result of regression equation coefficient about the effect of dummy food display on purchase decision

No	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	sig.
1	(Constant)	13,493	2,003		6,735	0.000
	TOTAL	0.236	0.072	0.319	3,269	0.002

[Source: Primary Data, 2021]

Based on table 1, the results of the regression equation coefficient state that if the dummy food display is 0, then the purchase decision is positive at 13,493. If the dummy food display has increased, then the purchase decision has increased by 0.236 so that the relationship between the two variables is declared positive. Therefore, it is predicted that the better the use and arrangement of the dummy food display can improve purchasing decisions.

The results of the hypothesis test state that the significance value is 0.000 which is less than the 0.05 value and the t-count value are 3.269 which is more than the t-table value of 1.986 so that the dummy food display has a positive and significant effect on purchasing decisions so that H1 is accepted. This research is in line with research conducted by Setiawan (2019) and research conducted by Aurelius (2010).

R2 or often referred to as the coefficient of determination is an additional influence arising from the independent variable on the dependent variable. In addition, R2 can estimate and see the magnitude of the contribution to the effect of the independent variables simultaneously on the dependent variable. The R-value is estimated to be between 0 to 1, if it is close to 0 then the relationship is

getting weaker, whereas if it is approaching 1, the relationship is getting stronger and tighter. This number will be converted into a percent, which means the percentage determines the effect of the independent variable on the dependent variable.

Table 2: R^2 Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.319a	0.102	0.093	1,898

[Source: Primary Data, 2021]

Based on table 2, the research results of R Square stated that there was an effect of dummy food display on purchasing decisions by 10.2%, and the remaining 89.8% was influenced by other factors such as price, brand, promotion, location, and others. The result of the percentage of R square is stated to be very low because many respondents are still not familiar with or know about dummy food displays which are not commonly used in Indonesia.

CONCLUSION

The results of the R^2 test above state that the effect of dummy food display on purchasing decisions is 10.2% while the rest is influenced by variables not discussed in this study. Based on these results, it can be a new input or innovation for restaurants and companies in the food and beverage sector. Low influence due to lack of knowledge about dummy food displays, this research was conducted to help readers to increase their knowledge about dummy food displays.

The results of the tests that have been carried out state that the effect of dummy food displays on purchasing decisions for Coco Ichibanya Neo Soho products is 10.2%. The percentage results can be stated as very low so it is hoped that the displays on display are used in such a way as possible to increase marketing or sales. Consumers also need to be given notice about dummy food displays that can make consumers see this before ordering. Based on the results of the regression coefficient which states that purchasing decisions will increase if the use and arrangement of the dummy food display are getting better, so the researchers hope that Coco Ichibanya can display the dummy food display properly so that it can attract the attention of consumers.

The results of the hypothesis test state that the dummy food display has a positive and significant effect on purchasing decisions. Hopefully, this conclusion can be useful and answer the problem regarding the purchasing decision of Coco Ichibanya Neo Soho based on the dummy food display.

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Sustainable MICE Event Practices: An Explorative Study

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ABSTRACT

Purpose: This research aims to provide insight into sustainable event practices implemented by Melali MICE as one of the largest event organizers in Bali, Indonesia.

Research methods: The research uses a qualitative approach. The sampling used is purposive. The informant selected as a sample is considered to know the sustainability and organizing of the event. Data collection using in-depth interview methods and participatory observations of the event at Melali MICE.

Results and discussion: The cost is high to meet the needs of a green environment and to meet the demands of clients who are not environmentally friendly. This makes Melali MICE less likely to implement sustainability practices in the events they organize

Implication: Planning for environmentally friendly events is needed to prepare for pre-event, event and post-event consistently implement sustainability practices.

Keywords: event, event organizer, MICE, environmental sustainability.

INTRODUCTION

Organizing events at a destination has had various impacts. The biggest impact is the increase in the economy such as state foreign exchange from tourist visits who come to the event. Getz (2008) states that the tourism event study assesses that event has a large economic impact, in addition to having a positive impact on the economy, other research found that events also have an effect on the social, cultural, and natural events of the event. This opinion continues against other studies that have been explored along with other research articles (Andersson & Lundberg, 2013; Arcodia, Cohen, & Dickson, 2012; Frost, Mair, & Laing, 2015; Getz, Andersson, & Carlsen, 2010; Musgrave & Raj, 2009). Researchers' interest in the environmental impact of an event is in line with the actions of event organizers who want event management that animates the negative impact caused by the event. The reason is due to the increasing sustainable issues of the community, sponsors and other stakeholders (Harris & Schlenker, 2018; Jones, 2017). As a result of the increasing awareness of sustainable issues, it is a challenge for event organizers to be responsible for planning and sustaining sustainable events. This becomes the basis of the concept of thinking so that the implementation of events maintains the environment well through sustainable events (Astawa, Sukawati, & Sugiartha, 2019).

To provide a clear understanding and limitations in the event referred to in this research is a MICE event which stands for Meetings, Incentives, Conventions, and Exhibitions. Therefore, the term event in this study refers to MICE activities held by Melali MICE. The concept of sustainable events has been variously defined by researchers. According to Henderson (2011), the concept of sustainable events is an event planning process that is not only concerned with the commercial side, but concerns elements such as responsible, greening, environmentally friendly, corporate social responsibility, ecology, eco-friendly, social & culture, and economic. Other views state "green event or sustainable event can be explained as an event that includes a sustainability element in its management practices and operation" (Astawa et al., 2019). Sustainability consists of environmental, economic, and socio-cultural responsibilities in organizing events (Kapera, 2018). Variables are needed that represent the three sustainability which are then compiled into indicators. Researchers have previously put forward sustainable event indicators such as the following (table 1). The sustainable event indicator is used to see if the variable is in the implementation of the event at Melali MICE.

Table 1: Sustainable Event Indicators

Variable	Item	Detail item	Unit	Source
Location	Area saved space used	Saved space used	%	Boggia, Massei, Paolotti, Rocchi, & Schiavi, 2018; Musgrave & Raj, 2009
	Tensile structures		yes/no	
	Signage		yes/no	
Energy	Environmental certification	Electricity saved	%	Boggia et al., 2018
	Energy classification score	Renewable energy	%	
	Energy consumption	Fuels saved	%	
		Electricity generators	yes/no	
Water management	Water saved	Non-potable	%	Boggia et al., 2018
		Drinking	%	
Waste management	Activities	Separate collection	% yes	Astawa, Triyuni, & Santosa, 2018; Boggia et al., 2018; Hottle, Bilec, Brown, & Landis, 2015
Catering	Company	Zero km company	%	Boggia et al., 2018; Astawa et al.,2018 Leuenberger & Jungbluth, 2009; FAO, 2013.
	Materials	Eco-friendly materials	%	
		Eco-friendly dishes	yes/no	
		Packaging	%	
	Food and beverages	Organic products	%	
		Fair trade products	%	
		Seasonal products	%	
		Zero km products	%	
		Fruit and vegetables	%	
		Bread, pasta, rice and by-products	%	
		Animal products	%	

		Certified fish	yes/no	
		Food wastage	%	
Promotional giveaways	Non-food	Eco-friendly products	%	Boggia et al., 2018; Astawa et al.,2018
		Fair trade products	%	
	Food	Organic products	%	
		Zero km products	%	
		Seasonal products	%	
Materials	Packaging	No plastics	%	Boggia et al., 2018; Astawa et al.,2018
	Flowers/plants	Endemic seasonal species	%	
		Zero km	%	
	Paper, brochures and documents	Recycled/environmentally certified paper	%	
		Electronic format	%	
		Double-sided printing	%	
	Detergents	Eco-friendly products	%	
		Other Eco-friendly products	%	
	Others	Reused and reusable products	%	
Internal travel	Packaging	On foot/public transport/car sharing	%	Boggia et al., 2018; Astawa et al., 2018
		By car	%	
Participatory approach	Activities	Question	% yes	Boggia et al., 2018; Astawa et al., 2018
Culture	Activities	Question	% yes	Astawa et al., 2018

[Source: Astawa, 2019]

This research aims to identify whether Melali MICE has implemented sustainability practices and to identify what are the main challenges faced to implement sustainable events as well as to establish how to conduct sustainable event practices.

RESEARCH METHODS

This research uses a qualitative approach. The sampling used is purposive. The informant selected as a sample is considered to master and know the sustainable and organizing of the event so that it has a lot of information about the issues being explored (Patton, 2014). Data collection using in-depth interview methods and participatory observations of the event at Melali MICE. The techniques used in data collection are recording and retrieving documentation. The analysis used in identifying problems is qualitative analysis. Miles, Huberman, & Saldana (2014: 250) stated that the activity in qualitative data analysis is carried out continuously until complete, so that the data is saturated. Activities in data analysis, namely data reduction, data display, and conclusion drawing/verification.

RESULTS AND DISCUSSION

Environmental sustainability practices are a major drawback to the implementation of events at Melali MICE. According to the results of in-depth interviews with the event manager and the event supervisor of Melali MICE and

observations found that energy, materials, transportation and waste management are the variables that most negatively affect the environment. In the implementation of the event at Melali MICE, the average use of energy is electric energy and fuel oil. The main electrical energy is provided by the event organizing venue while the energy reserves are provided by Melali MICE in the form of generator sets (generator sets) that are diesel-fuelled that cause air pollution. According to event manager of Melali MICE, the use of generator sets is more affordable compared to other renewable energy set generators such as UPS (Uninterruptible Power Supplies). Melali MICE does not avoid the use of environmentally friendly renewable energy only the specifications of clients who ask to use generator sets that must be met by Melali MICE. Nevertheless, Melali MICE has tried to save electricity use so as not to cause a lot of pollution and also save costs. This statement is in line with other research views by Pelham, 2011, which states that the implementation of environmentally friendly practices will result in increased expenditure (cost) which becomes a significant obstacle in the implementation of the event. Concerns regarding costs are understandable given that some applications of "green" technology (e.g., solar installations and environmentally friendly sewage treatment systems) have a medium to long-term period of return on capital, which could put them beyond the financial reach of event organizers (Mair & Laing, 2012; Stettler, 2011).



Figure 1. The use of generators which are not environmentally friendly
[Source: Melali MICE, 2021]

The use of materials or raw materials in the implementation of the Event is very diverse and follows the type of event (meeting, incentive, conference and exhibition) and the request of users/service users. According to the informant, the most material used at the Event was paper. Paper is used as material for printed materials, decorations, promotional media, stationery, etc. The use of paper is classified as environmentally friendly because it can be recycled but the raw material of paper itself is a tree. If you use a lot of paper, more and more trees are cut down. Melali MICE admitted that it has not used recycled paper as a material in organizing

event. But one of the efforts to reduce the use of paper materials in organizing the event is to use paperless, namely efforts not to print seminar/meeting materials instead event organizer provides a flash that contains the seminar material as well as being part of the seminar kit. This has been shown to reduce paper use and be more beneficial for seminar participants.



Figure 2. The use of paper to print delegate books
[Source: Melali MICE, 2021]

Transportation is part of the internal variables of travel. Where transportation used in the implementation of events does not side with environmental sustainability because there is no use of environmentally friendly transportation tools that are electric fueled or mobilized by foot. The use of public transportation such as public transportation (bus) is also very rarely used. Most users/service users use cars prepared by event organizer, participants are also prepared transportation in the form of cars and mini buses (shuttle buses) by event organizer, even vendors/suppliers also use cars for mobility delivery of materials and tools to the venue. Melali MICE admitted that it has not had efforts to reduce transportation in the Event. This finding is in line with the concept of mass tourism, namely mass tourism that brings tourist visits with large numbers, so that large facilities, infrastructure and labor capacity are needed (Dwijendra, 2018). Although it has not had efforts to reduce mass transportation in the implementation of the event, Melali MICE has tried to make transportation used as efficiently as possible in order to reduce costs and also air pollution produced.



Figure 3. The mass use of conventional transportation
[Source: Melali MICE, 2021]

Waste management is one of the efforts to reduce environmental pollution. Zero Waste is the conservation effort of all resources by means of the responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and without discharge to land, water, or air that threatens the environment or human health. According to the informant, Melali MICE has not been able to carry out zero waste optimally. Event waste is 80% dumped into landfill without any organic and non-organic waste sorting process. Another 20% waste in the form of waste materials that are reused in the office such as banners and billboards as equipment base in the warehouse. But Melali MICE has made efforts to reduce the waste of the remaining event by working with Sanur Creative Hub which manages materials that can recycle into crafts of economic value. In addition to reusing and recycle efforts, Melali MICE has also tried to reduce waste (reduce) by replacing welcome gate decorations made of vynil with Balinese welcome gates made from *janur* (young coconut leaf) decorations and flowers. The use of Balinese Welcome Gate is very popular by participants and also more environmentally friendly.



figure 4. the use of vynil and resulting waste
[Source: Melali MICE, 2021]

Of the four variables above that show that Melali MICE has not met the Sustainable Event indicator. The authors have analyzed and compiled the steps that can be applied by Melali MICE to meet the following sustainable event indicator variables;

Table 2: Environmentally Sustainable Practices

Energy	Waste Management
1. Using energy-friendly equipment (such as LED lights) 2. Using electronic equipment as scheduled (event duration of 8 hours, use of maximal equipment 8-9 hours) 3. Choosing a venue that has a good lighting installation (windows) 4. Choose a venue that has good air circulation (open air area) so that it minimizes the use of air conditioning 5. Choose a venue that is "Green" or has a green management system Doing training to staff to save energy	1. Develop the implementation of reduce, reuse and recycle guideline to all stakeholders (users, venues, vendors, event organizer and participants) 2. Control vendors to minimize waste or cooperate with vendors who support Sustainable Tourism 3. Reducing single-use plastic bottle waste by providing Drinking Potable at some point in the venue 4. Providing information booths about organic and non-organic waste selection 5. Choose a venue that manages its own waste (such as BNDCC) that does not manage waste itself Garbage to landfill
Transportation	**Materials**
1. Choosing a venue adjacent to the participating hotel (e.g. ITDC area) 2. Increases shuttle buses and hospitality desks at each venue 3. Reduce MPV vehicles for private Working with Public Transportation (Trans Metro Dewata) for transportation to and from the Airport	1. Reduce the use of materials that cannot decompose naturally (e.g. plastic) 2. Using environmentally friendly and recyclable material alternatives Using recycled materials 3. Choose vendors who support sustainable concepts (ranging from raw materials, production and delivery)

4. Selling rooms including pick up and return (arrival &departure) transportation	4. Designing guidelines or guidelines for sustainable material selection and vendors

[Source: Processed data, 2021]

By applying Environmentally Sustainable Practice or environmental sustainability practices, it is expected that the negative impact on the natural environment caused by the implementation of events at Melali MICE can be reduced.

CONCLUSION

Based on the results of research on the exploration study of sustainable events at the event at Melali MICE, it can be concluded that the implementation of the event so far has not met the indicators of sustainable tourism, namely sustainability to the environment (ecology). The implementation of the event has not met environmental sustainability practices such as the use of energy that is not environmentally friendly and has not used clean and renewable energy, does not manage waste properly, mass transportation use and has not used environmentally friendly vehicles. Therefore, the authors compiled measures in the form of Environmentally Sustainable Practices that can be applied by Melali MICE when drafting proposals and planning events.

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