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Analysis of The Effect of Push Factors and Pull Factors on Tourist S' Revisit Intention To Pahawang Island, Pesawaran District, Lampung Province

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ABSTRACT

Purpose: This study aims to analyze how the push and pull motivations and their influence on the desire of tourists to return to Pahawang Island.

Research Methods: The research uses a quanlitative approach,The population of this study was tourists who came to Pahawang Island in the period 2019 with a sample of 100 respondents. Sampling used the Incidental Sampling technique. The questionnaire was tested for validation and reliability, as well as the classical assumption test to meet the requirements using Linear Regression as an analytical tool.

Results and discussion: The results obtained in this study show that the motivation of both the push factor and pull factor have significant and positive influence on the interest in revisiting.

Implication: Understanding how the push factors and pull factors on the intention to revisit can provide input for the tourism office and Tourism Destination Operator, especially on Pahawang Island, this research has theoretical and practical implications**.**

Keywords: Push Factors, Pull Factors, Revisit intention, Pahawang Island**.**

INTRODUCTION

Tourism is an important source of income for a country. Indonesian tourism is a potential driver of the national economy to spur economic development in the future Magdalena (2013). With tourism, a country or more specifically the local government where the tourist attraction, will get income from the income of each tourist attraction.

Indonesia as an archipelagic country, has a coastline of 81,000 km (the second longest in the world after Canada) so its ocean area is 75% of its land area or about 6 million km2. The same thing has certainly happened in provinces such as Maluku, NTT, NTB, Riau Islands and so on. This small island area has considerable development potential because it is supported by the existence of ecosystems with high biological productivity such as coral reefs, sea grass, seaweeds and mangrove forests.

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Marine biological resources in this area have the potential for diversity and high economic value, such as grouper, napoleon, ornamental fish, seahorses, pearl oysters, giant clam (Tridacna gigas) and sea cucumbers. In addition, these small islands also provide environmental services with high economic value and at the same time serve as areas for tourism activities to take place (Retraubun, 2001).

Lampung Province is not included in the top 10 tourist destinations (destinations) set by the government. However, as the gateway to Sumatra, Lampung Province is the closest alternative area for those who want to get rid of boredom and get out of the 'noise' due to the denseness of Java Island (Work Plan of Disparekraf Lampung Province, 2020).

Given the high mobility of people who come and go through the Sunda Strait, which connects Lampung in Sumatra and Banten on the island of Java, the tourism potential of Lampung Province is no less attractive than other tourist destinations in Indonesia, including Bali and Lombok. Lampung's tourism potential is complete, ranging from nature tourism, marine tourism, cultural tourism, historical tourism and religious tourism to agro-tourism spread across 15 districts/cities. Pesawaran Regency experiences an increase in the number of tourist visits, both domestic and foreign tourists every year. This condition shows that tourism in Pesawaran Regency, Lampung Province has an attraction because of its natural beauty and cultural diversity. In general, tourists come to Pesawaran Regency to enjoy the panorama or natural beauty of Pahawang Island because Pahawang Island has underwater beauty and is famous for snorkeling tours.

So that local governments must prepare facilities and infrastructure both in terms of attraction, accessibility, amenities, and ancillary (4A) that can meet the needs of tourists. Data on tourist visits to Pesawaran Regency to Pahawang Island can be seen in Table 1.1 and Table 1.2 for a period of 3 years (2018 – 2019).

Table 1. Tourist Visits in 2018-2019 to Pesawaran Regency

Year of Visit	Number of Tourists (in person)
2018	1.165.648
2019	1.387.029

[Source: Tourism Office of Pesawaran Regency, 2020]

Based on the data in Table 1.1 above, shows that in 2018 and 2019 there was an increase in the number of visits, which means that Pesawaran Regency has been equipped with tourism components 4A, but its presence is still not maximized such as accommodation is still limited in number, transportation facilities must use private vehicles or rental vehicles because there is no public transportation, especially access to Pahawang Island.

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Table 2. Tourist Visits in 2018-2019 to Pahawang Island

Year of Visit	Number of Tourists (in person)
2018	400.320
2019	448.008

[Source: Tourism Office of Pesawaran Regency, 2020]

One of the attractions currently visited by many domestic and foreign tourists is Pahawang Island. Tables 1.1 and 1.2 show that 26% of Peswaran Regency tourists visit Pahawang Island, based on initial observations from 100 respondents 75% visited Pahawang Island and 1 time 25%.

Pahawang is an island as well as a village located in Punduh Pidada District, Pesawaran Regency, Lampung Province. This 1,084 hectare island, located not far from Punduh Bay, is divided into two islands, namely Pahawang Besar and Pahawang Kecil. Pahawang Island has six hamlets, namely Suakbuah, Penggetahan, Jeralangan, Kalangan, Pahawang, and Cukuhnyai.

One of the things that become a successful destination visited by tourists is to have good tourist attractions and good tourist facilities and infrastructure. The Pesawaran Regency Government, especially on Pahawang Island, tourism actors through promotional programs must pay intention to the motivation of tourists to revisit these tourist destinations.

Push factors and pull factors for tourists are things that need to be studied as a way to find out what should be developed to make tourists visiting Pahawang Island again. To find out what are the push and pull factors that affect the interest in visiting tourists again, further research is needed.

Tourism, according to Naisbitt and Hermantoro in Sukmana et al., (2020), is defined as a development domain and not a development, because a domain contains space for various sectoral support activities. Tourism is built on the synergy between sectors and their outputs to produce collective outputs. Meanwhile, according to Azwar (2018), tourism is an activity, service, and product of the tourism industry to create new experiences for tourists.

Tourism destination, According to Vanhove in Hermantoro (2015), is a geographical area that can provide a total experience for tourists. According to Ritchie & Crouch in Hermantoro (2015), the definition of a geographical area in question can be a country, a region as well as covering several countries, provinces, certain designated regions, cities or districts, or certain areas that are unique and able to bring in tourists significantly. From some of the meanings stated above, it can be concluded that the notion of a tourism destination is a place or geographical area that provides tourist attractions and other facilities needed by tourists.

The push factor is the urge oneself to travel to a tourist destination for vacation purposes. According to Prebesen Yoon & Uysal in Dean & Suhartanto (2019), defined push factors are those related to tourist destinations for certain visits; basically, the benefits they feel from tourism will give them a motivational boost or at least be a push by internal needs such as relaxation and rest, escape, interaction with friends and family, fitness and health, increased knowledge, prestige, and discovery and adventure. Meanwhile, according to Crompton, John quoted from Parhusip in Azman & Elsandra (2020) mentions seven push

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motivations along with an explanation of these factors. (1) Escape from a perceived mundane environment, this factor refers to the motivation of someone who experiences boredom from the daily environment which is starting to feel routine and boring. Their way to deal with the environment is to take a vacation and find a place that is physically and socially different from their daily environment (2) Exploration and evaluation of self (exploration and evaluation of self), motivation to take a vacation a person arises because he wants to get the opportunity to evaluate and find something more about himself. This self-evaluation and exploration cannot be obtained just by staying at home or visiting family. (3) Relaxation (relaxation), individuals do tourism activities because they want to relax their mental state or relax their physical state. This relaxation cannot be done in their daily routine activities. (4) Prestige (prestige), the motivation to travel arises because they think that tourism is a symbol of an upscale lifestyle. Traveling increases the respect and appreciation of others. (5) Regression to childhood/ nostalgic (nostalgia), activity motivation arises because tourism makes it possible to do something that cannot be done in everyday life. These activities are sometimes childish, and more of a remembrance of adolescence or childhood or nostalgia. (6) Enhancement of kinship relationship, travel motivation arises because they want to improve family relations and improving family relations is difficult to do in their daily lives because of various activities. (7) Facilitation of social interaction the motivation for tourism arises because tourism is considered a means that provides the opportunity to meet new people in various places. Tours that are carried out are more oriented to the people they meet than to places.

The pull factor is a motivating factor for tourists to come to a tourist destination seen from the destination. According to Kim et al in He & Luo (2020), towing motivation is defined as consisting of tourist resources, information and facilities, accessibility and transportation.

Understanding the revisit intention is one of the basic behaviors of a person to do or interested to revisit a destination because of satisfaction. According to Alegre in Azman & Elsandra (2020) revisiting interest is a feeling of wanting to revisit a tourist destination in the future. Tourists who have an interest in making repeat visits can be characterized by a willingness to revisit the same destination in the future and recommend the destination to others. Meanwhile, according to Moore in Azman & Elsandra (2020). The main reasons or factors that determine interest in returning to a destination are satisfaction during the visit, certain motivations in choosing a tourist destination, and the love of tourists for the destination. Tourists' love for destinations can be measured by the number of repeat visits made by these tourists.

Research Hypotheses

The hypotheses proposed in this study are:

A. The first hypothesis:

1. Ho1 = there is no influence of the driving factor on the desire of tourists to visit again.
2. Ha1 = there is a driving factor influencing the desire of tourists to visit again.

B. Second hypothesis

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1. Ho2 = there is no effect of Attractive Factors on the desire of tourists to visit again.
2. Ha2 = There is a pull factor influence on the desire of tourists to visit again.

C. Third hypothesis

1. Ho3 = There is no influence of Push and Pull Factors on the desire of tourists to visit Pahawang Island again.
2. Ha3 = There are push factors and pull factors on the desire of tourists to visit Pahawang Island again.

RESEARCH METHODS

His study uses a quantitative approach in the form of numbers or numbers. The quantitative approach emphasizes the existence of variables as objects of research and these variables must be defined in terms of the operationalization of each variable.

The sampling technique in this study uses 2 sampling techniques, namely: probability sampling and incidental sampling. According to Sugiono (2019) probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample, while incidental sampling is a sampling technique based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample, if it is deemed that the person who happened to be met is suitable as a data source. The required sample size was obtained using the Slovin (1990) formula. the number of respondents required in this study as many is as 100 respondents.

This study involved 100 respondents who were taken from the total tourist population who visited Pahawang Island during the 2019 period. The determination of the number of respondents was obtained using the Slovin formula with a standard error of 10%. The selection of this formula is considered ideal because it is not too much and not too little, considering the limitations of this research due to the limited time and difficulty in obtaining data and communicating directly with tourists. The questionnaire was distributed by meeting directly with tourists visiting Pahawang Island and using Google From for respondents who had visited Pahawang Island to get valid data. In general, the percentage of respondents based on the male gender is 52 people or 52% and female respondents are 48 people or 48%. The data analysis technique with multiple regression and T test and F test using (Statistical Package for the Social Sciences) SPSS 25.

RESULTS AND DISCUSSION

Results

Table 3. T-Test Results of Push Factor Variables

Variable	t_{count}	Sig	t_{table}	Description
Push Factor	7,796	0,000	1,984	Significance

[Source: Processed Data 2021]

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Based on Table 1.3 the results of the t-test, the significance value of the push factor for the revisit intention is 0.000, smaller than 0.05 and t_{count} (7.796) > t_{table} (1.984), then H_{o1} is rejected and H_{a1} is accepted. It can mean that individually, the driving factors have a significant effect on the revisit intention.

Table 4. T Test Results for Pull Factor Variables

Variable	t_{count}	Sig	t_{table}	Description
Pull Factor	10,904	0,000	1,984	Significance

[Source: Processed Data 2021]

Based on Table 1.4 the results of the t-test, the significance value of the Attractor Factor on Revisiting Interest is 0.000 smaller than 0.05 and t_{count}(10.904) > t_{table}(1.984) then Ho2 is rejected and Ha2 is accepted. It can mean that individually, the Attractor Factor variable has a significant effect on the revisit intention.

Tabel 5. T Test Results

Variable	t_{count}	Sig	t_{table}	Description
Push Factor	2,988	0,004	1,984	Significance
Pull Factor	6,907	0,000	1,984	Significance

[Source: Processed Data 2021]

From Table 1.5 above, it can be interpreted with T calculated and then compared to t_{table}. For Error 5% or 0.05 and dk = n-2. The results of the t-test, the significance value of the push factor for revisit intention is 0.004 smaller than 0.05 and t_{count} (2,988) > t_{table} (1,984) then H_{o1} is rejected and H_{a1} is accepted. It can mean that individually, the push factors have a significant effect on the revisit intention. The results of the t test, the significance value of the effect of pull Factors on revisit intention is 0.000 smaller than 0.05 and t_{count} (6.907) > t_{table} (1.984) then H_{o2} is rejected and H_{a2} is accepted. It can mean that individually, the pull factor variable has a significant effect on the revisit intention.

Tabel 6. F Test Results

F Count	Sig	F Table	Description
68,717	.000[b]	3,09	Significance

[Source: Processed Data 2021]

From Table 1.6 above, it can be interpreted with the f_{count} then compared to table. For Error 5% or 0.05 and dk = n-2. The results of the tester f the significance value of the influence of Push and Pull Factors on revisit intention is 0.000 smaller than 0.05 and f_{count} (68.717) > f_{table} (3.09) then H_{o3} is rejected and H_{a3} is accepted. It means that push factors and pull factors have a significant effect on revisit intention.

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Discussion

This study aims to determine whether the push factors and pull factors affect the revisit intention. Based on the empirical testing that has been carried out on the hypothesis in the study, the results show that all of the independent variables above have an effect on the dependent variable.

The Influence of Push Factors on Revisit Intention to Pahawang Island, the results of the analysis of this study indicate that the push factors have a positive and significant influence on the revisit intention of the island of Pahawang, both tested with one independent variable and two independent variables. These results are in accordance with the research of Azman & Elsandra (2020) Wen & Huang (2019) Khuong et al. al., (2014) which state that the push factors have a significant effect on the revisit intention.

The Influence of Pull Factors on Revisit Intention to Pahawang Island, the results of the analysis of this study indicate that the Pull Factor has a positive and significant influence on revisit intention to Pahawang Island, both tested by one independent variable and two independent variables with values. These results are consistent with the research of Azman & Elsandra (2020), Khuong et al., (2014), He & Luo (2020), Rojan Baniya et al., (2017), Wen & Huang (2019), Taher et al., (2015) and Aridayanti et al., (2020) which state that the pull Factor has a significant effect on revisit intention.

Push Factors and Pull Factors Together Revisit Intention Pahawang Island, the results of the analysis of this study indicate that the Push and Pull Factors together have a positive and significant influence on the revisit intention of Pahawang Island. These results are in accordance with Azman & Elsandra's (2020) research which states that Push and Pull Factors have a significant effect on revisit intention. In paying intention to the revisit intention of tourists, destinations have a system to monitor and publicly report visitor satisfaction with the quality and sustainability of a destination (GSTC 2019). Tourism has a special relationship with the environment, as it relies heavily on a clean and attractive environment but also consumes natural resources. It is ideally placed as a source of income related to nature conservation. As a sector that is vulnerable to the impacts of climate change and needs to be part of adaptation strategies and activities, creating this requires good governance and it is very important to create innovation and collaboration between the government and the private sector (UNWTO 2013).

CONCLUSION

Based on the research conducted, the researchers can draw conclusions, the individual T-test, the Push Factor variable has a significant effect on the Revesit Intention. Based on the individual T test, the Pull Factor variable has a significant effect on the Revisit Intention. Based on the F test, the Push Factors and Pull Factors jointly affect the Revisit Intention Pahawang Island. For Pahawang Island tourist destinations, attention from the government is needed to maintain and preserve the available natural potential, collaboration with the community to maintain the natural beauty under the sea with a conservation program, providing guidance to managers and the public so that they can maintain the beauty of the underwater world, especially tour guides so that tourists do not step on coral when snorkeling and clean the beach and sea,

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especially from plastic waste, the government should program a public transportation route from Bandar Lampung to Ketapang Port so that tourists can easily find visited Pahawang Island and repaired road access to Pahawang Island

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Studying the Consumption Behaviour of Generations Y and Z towards Ready-To-Drink Coffee

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ABSTRACT

Purpose: This study aims to explore consumption behavior both Gen Y and Gen Z towards ready-to-drink coffee in Indonesia.

Research methods: This study is a survey research with quantitative method. The survey was conducted on 200 respondents employing online media by delivering electronic questionnaire consisting of 16 questions related to coffee consumption behavior and 6 demographic questions.

Results and discussion : Generations Y and Z like cold brewed coffee, prefer to drink coffee at coffee shops while socializing, buy coffee with the highest price range of IDR 20,000-29,000, often use delivery service by ordering through the app.

Implication: it is appropriate for coffee shop owners to carry out a marketing mix (4P) i.e. product, promotion, price and place (distribution mix) with reference to the consumption behavior of coffee from them, so that the sustainability of the ready-to-drink coffee business can be achieved.

Keywords: generations Y and Z, ready-to-drink coffee, consumption behavior

INTRODUCTION

Based on (Natural Product Insider, 2018) stated that forecast global retail value growth, 2017-2022, coffee ready to drink (RTD) is achieved US$ 1.8 billion growth by 2022 at a Compound Annual Growth Rate (CAGR) of 1.6%. Referring to (ICO, 2020) released that international trade in coffee is still estimated to be more than 70% of coffee produced worldwide. Currently, it is estimated that the world coffee market is growing at a value of USD 200 billion per year. Previously, ICO (2017) has released that Indonesia ranks fourth in the world as a coffee producer. On the other hand, as a coffee consumer, Indonesia ranks seventh. Meanwhile, regarding the history of coffee development, since the era of the Dutch East Indies government, Indonesia is known as a producer of coffee with the best taste in the world. In the coffee industry in the world, a cup of coffee is termed a cup of java (Ministry of Industry, 2017).

Recently, based on data collected from stakeholders and business people in Indonesia, (TOFFIN, 2020) estimates that the market value of the coffee shop business reaches IDR 4.8 trillion per year. The contributions across generations as consumers should be taking into account. Starting from the

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Baby Boomers generation (1946-1964), Generation X (1965-1980), Generation Y (1981-1996) to Generation Z (1997-present). In line with these results, Generation Y and Z, which dominate the demographics of the Indonesian population, have high consumption power, thus encouraging the growth of coffee consumption in domestic. Generation Y is the millennial generation (24-39 years) who grew up in the booming internet era. Meanwhile, generation Z (10-23 years) is more familiar with technology and smartphones and social relations through cyberspace (The Generation Guide-Millennials, Gen X, Y, Z, and Baby Boomers, 2015).

In relation to tourism, especially consumer behavior in consuming coffee, (Nan, 2014) exhibited that the large number of tourist arrival in China, not only promoting the booming of hotel industry in China, but also enhance the coffee consumption in hotels and coffee house. Meantime, in marketing field, (Gumilang, Yuliati, & Indrawan, 2021) recommend that marketers must be able to assure the target market by providing coffee products that prioritize quality and taste. Starbucks, Nilo and Janji Jiwa are coffee shops favored by Gen Z because they are minimalist, use a little profile and are tidy (Susanti, Dewi, & Putra, 2020). On the other hand, (Bayindir & Caliskan, 2022) in his research on the typology of coffee experiences, states that the atmosphere, image, quality of coffee and the location of coffee shops are important attributes for consumers, while the coffee shop market is educated and women over 30. Meanwhile, (Shrivastav, 2020) in her thesis on the take away coffee business, reveals that aroma is a major external factor, while taste and flavor are major internal factors.

This study aims to investigate consumption behavior of younger generation both Gen Y and Gen Z in Indonesia towards RTD coffee.

Ready to Drink (RTD) Coffee

Based on Natural Products Insider (2018), RTD coffee is liquid coffee that is packaged and designed to be ready to drink without additional steps again when opened. This means that RTD coffee is liquid coffee that is packaged using containers provided in various mini markets and is portable to be enjoyed on the go or liquid coffee that has been mixed by baristas in various coffee shops and is ready to be enjoyed on the spot or taken home.

Gen Y and Gen Z (Generational Theory)

Generational theory studies the understanding and characterization of groups of people according to for their membership in one generation, that is assigned objectively according to the year birth (Pendergast, 2010). Referring to several previous studies, it was found that there were some differences in terms and characteristics between Generation Y and Z which caused them to have different consumption patterns of coffee drinks.

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Table 1. Characteristics of Gen Y and Gen Z
(Source: (Reisenwitz, 2021))

Gen Y	Gen Z
Echo Boomers, the Millennium Generation, Millenniums or Millennials, Generation We, Leave No One Behind, Internet Generation, Generation Next, Net Generation, Generation Why?	Technology Generation, Generation I or iGeneration, Gen Next, Post Gen, and Plurals, (Gen Tech, Digital Natives, Gen Wii, the N (Net) Generation or Net Gen
The first generation connected by the Internet (social media), open minded, social, innovative, energetic, ambitious, confident, motivated, and smart	Highly educated, techno savvy, innovative and creative.
Very sociable and techno savvy, engaged in e-commerce and m-commerce, prefer spending on travel and other experiences versus material goods	The most application-friendly and website-savvy generation engaging with the Internet for most of its daily activities (Ayuni, 2019)
More educated and more ethnically diverse, more likely to be objectively motivated than socially motivated when purchasing	Interested in new technologies, prefer simplicity, want to be safe, want to escape reality, have high expectations, and care about experience (Tunsakul, 2020)
60 million consumers in this group	Will be the largest generational cohort by 2034, at 78 million

Coffee Consumption Behavior of Gen Y and Gen Z

According to (Kotler, 2000), consumer behavior is studying how individuals, groups, and organizations select, buy, use, and dispose of goods, services, ideas, or experiences to satisfy their needs and desires. Based on him, some factors that influence consumer behavior, i.e. cultural factors (religion, racial group, geographic area, interests and behavior; social factors (family, reference group, role and social status); personal factors (age of purchase, occupation, economic situation, lifestyle, personality); and psychological factors (motivation, perception, knowledge, belief and conviction).

In their study, (Damanik, Wibowo, & Firmansyah, Consumer Behaviours in Dropbox Resto and Cafe, 2018) revealed that consumer behavior is influenced by culture, personal, social and psychological. Meanwhile, based on the findings of (Ave, Venter, & Mhlophe, 2015) that in order to influence consumer buying behavior, coffee shop owners must create experiential marketing through the aroma of brewed coffee so as to arouse consumers' senses. Meanwhile, (de Sa, de Paiva, Souki, & Moura, 2017) underlined that to encourage purchasing behavior towards coffee, the product characteristics, safety, brand, label and packaging, which are seen as important factors. Based on several previous research findings, the following can be categorized several characteristics related to the consumption patterns of Gen Y and Gen Z coffee as the younger generation.

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Table 2. Gen Y and Z's coffee consumption behavior

Consumption Behavior)	Gen Y (Millennials)	Gen Z
Preference (Atlantic Specialty Coffee, 2020)	Specialty beverages, espresso machines and ready-to-drink coffee	Specialty beverages, espresso machines and ready- to-drink coffee
Coffee drink products that are often purchased (Winsight, 2020)	-	Cold coffee or ice coffee, as for hot coffee are smoothies, sports drinks and soft drinks trailing behind
Priority in purchasing products (PJ's Coffee, 2019)	Prefer the human story behind the product	Purchased lots of special drinks
Purchase pattern (Young, 2020)	-	Spend less money
Wants (Nation's Restaurant News, 2020)	-	Expecting more experience than just a cup of coffee
Preference (Supplement Breakfast Journal, 2017)	Millennials are more adventurous because they follow trends, including ready-to-drink coffee, nitro coffee, and cold drinks	-
Premiumization (Buono, 2017)	Cold brew, ready-to-drink coffee, and coffee pods	-
Preference (Vending Market Watch, 2020)	Specialty coffee	-
Interest (Cvetan, 2019)	Cold brew	Cold brew
Sustainability (Supplement Breakfast Journal, 2017)	Interested in the quality and origin of the coffee beans (fair trade, organic, method of brewing)	-
The way of consume (Cobe, Gingerella, & Nash, 2019)	Emphasize technology (Mobile ordering)	Drink while on the go

[Sources: (Falkner, 2020)]

RESEARCH METHODS

This study uses a quantitative method because it is a survey research by sending semi-structured questionnaires to respondents (Creswell, 2009). This online research uses electronic questionnaires that are sent to respondents spread across various provinces in Indonesia (Sekaran & Bougie, 2016). The sampling method uses a non-probability sampling method, i.e. purposive sampling. As for referring to (Roscoe, 1975) that sample sizes greater than 30 and less than 500 are feasible for research, if the sample is divided into subsamples (Gen Y and Gen Z), the minimum sample size required for each category is 30, in this case The study used 200 respondents as the sample. The following is a table of questions distributed to respondents:

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Table 3. Questionnaire

No	Questions	Answer Patterns
1	When you were born?	Gen Y (1981-1996) or Gen Z (1997-present)
2	How old are you?	12-16 years old, 17-21 years old, 22-26 years old, 27-31 years old, and 37-41 years old (Check list)
3	What is your gender?	Male or Female (Check list)
4	What is your occupation?	Lecturer/Researcher, Housewife, Student, Entrepreneur, Freelance, Civil servant/private, Jobless (Check list)
5	How much is your income?	Less than IDR 1.000.000, Between IDR 1.000.000-3.500.000, Between IDR 3.500.000- 6.000.000, More than IDR 6.000.000 (Check list)
6	Where is your domicile?	Provinces in Indonesia or Country Abroad (Open answer)
7	How many times do you enjoy the coffee?	Every day, Once a week, three times a week, four times a week, once two weeks, Every month, Less than a month (Check list)
8	Do you drink coffee on site?	Yes or No (Check list)
9	What is coffee shop which is visited frequently?	Starbuck, Janji Jiwa, Kulo, Kenangan, Jco, Kopi Koi, Tuku, Fore, Kopi Konniciwa, Kopi Nako, Indomart Poin, Local Brand Coffee Shop (Check List)
10	Who is your companion?	Friend, Couple, Family, Alone (Check list)
11	What day do you go to coffee shop?	Workday or Weekend (Check list)
12	What time do you visit coffee shop?	Less than 12.00 pm, Between 12.00-16.00 pm, Between 16.00-19.00 pm, More than 19.00 pm (Check list)
13	What kinds of coffee drink which is ordered frequently?	Americano, Capuccino, Moccacino, Frapuccino, Caramel Machiato, Cold Brew, Espresso, Latte, Piccolo, Sanger, Black Coffee, Long Black, Single Origin (Check list)
14	Do you prefer hot or cold ones?	Hot or Cold (Check list)
15	What do you order out of coffee?	Mineral water, tea, juice, soft drinks, cake (Check list)
16	How much do you spend money to enjoy coffee on coffee shop?	IDR 20.000-29.000, IDR 30.000-39.000, IDR 40.000-49.000, More than IDR 49.000 (Check list)
17	Why do you enjoy coffee?	Just want (Uncertain), Life style/trend, Upload to social media, get rid of sleepiness (Check list)
18	How do you choose coffee shop to go?	Ambient place, affordable price, good quality product, friend recommendation, vary of product, trending coffee shop (Check list)
19	What are your activities in coffee shop?	Going to work, using internet, gathering, reading and writing paper, smoking, having quality time, making chats, finishing assignment, nothing to do (Check list)
20	Do you often upload pictures?	Yes or No (Check list)
21	What kinds of social media do you prefer to upload your pictures?	Instagram, Facebook, WhatsApp, Never (Check list)
22	How do you order coffee?	By ShopeeFood, GoFood, GrabFood, applying all applications, purchasing by yourself, asking a friend, going to supermarket (Check list)

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RESULTS AND DISCUSSION

Respondent Demographic

Referred to (Qian & Tiangsoonern, 2017) found that demographic profiles have an effect on customer buying behavior at coffee shops. The following shows the demographic characteristics of the respondents:

Table 4. Demographic Characteristics

Characteristic	Frequency	Percentage %
Generation		
Gen Y (1981-1996) 27-41 years old now	114	57
Gen Z (1997- present) 25-present years old now	86	43
Age		
17-21 years old	29	14,5
22-26 years old	45	22,5
27-31 year old	58	29
32-36 years old	42	21
37-41 years old	26	13
Gender		
Male	85	42,5
Female	115	57,5
Occupation		
Lecturer/Researcher	5	2,5
House wife	8	4
Student	68	34
Entrepreneur	10	5
Civil Servant/Private	109	54,5
Income		
Less than IDR 1.000.000	36	18
IDR 1.000.000-3.500.000	36	18
IDR 3.500.000-6.000.000	55	27,5
More than IDR 6.000.000	73	36,5
Domicile		
Aceh	4	2
Banten	30	15
Jakarta	66	33
West Java	53	26,5
Central Java	5	2,5
East Java	11	5,5
Bali	5	2,5
South Sulawesi	4	2
Other Provinces	21	10,5

[Source: Own Primary Data (2022)]

Consumption Behavior of Gen Y and Gen Z towards RTD coffee

1. Frequency in consuming coffee

As many as 36% of respondents answered the frequency of drinking coffee every two weeks, then 27% once a week, while 23% answered once a month, and 14% every day. While others answered three times a week, four times a week, and some even rarely drank coffee or once in several months

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as shown in Figure 1. Supporting this results, Hung (2012) stated that consumers who buy more than once a week have higher consumer characteristics than those who make purchases less than once a week.

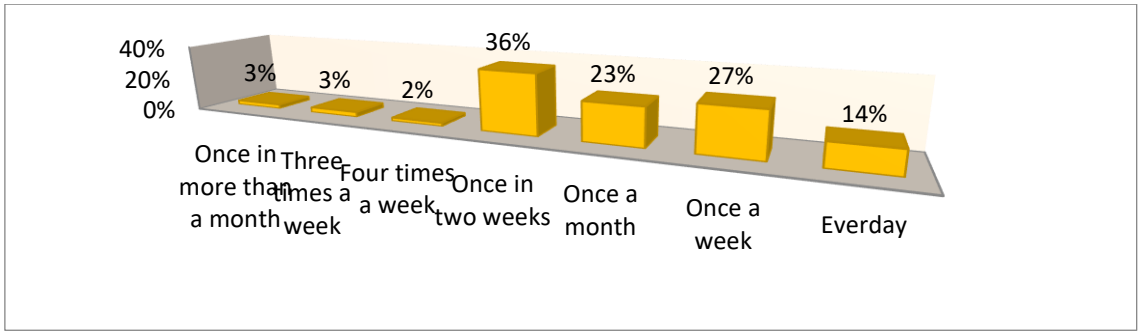


Figure 1. Frequency in consuming coffee
[Source: Own Primary Data (2022)]

2. The usual place to enjoy coffee

As many as 52% of respondents drink coffee at the coffee shop and 49% prefer not to drink at the place or take the coffee they ordered home. Generations Y and Z prefer to drink coffee at coffee shops because they like hanging out with friends and coworkers as shown in Figure 2.

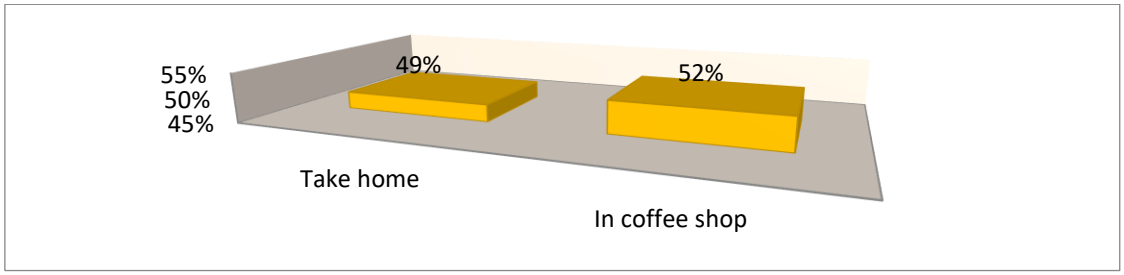


Figure 2. The usual place to enjoy coffee
[Source : Own Primary Data (2022)]

3. Frequently visited coffee shop

Of the many coffee shops in Indonesia, there are several coffee shops that are quite frequented by generations Y and Z. A total of 28 % of respondents often visit Kenangan coffee, 23 % of Janji Jiwa coffee, but 21% of respondents also visit local coffee shops from their respective regions. Other types of coffee shop chosen by the respondents were 8% Starbucks, 7 % Tuku coffee, 6 % Fore coffee, 2% Family Mart, 2% Nako Coffee, 2 % Indomaret Point, 2 % Kopi Kulo, and the rest were KOI Coffee, Konnichiwa, Jco, and Alfa Express as shown in Figure 3.

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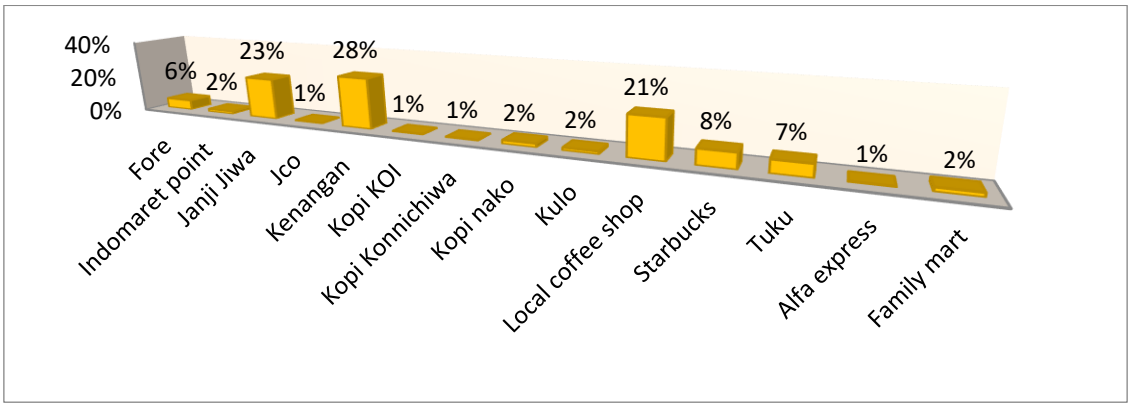


Figure 3. Frequently visited coffee shop
[Source: Own Primary Data (2022)]

This supports the findings of Susanti et. al. (2020) who concluded that Jnaji Jiwa is one of Gen Z's favorite coffee shop because it is minimalist uses a small and neat profile.

4. Companion when visiting coffee shop

A total of 38.5% of respondents visited a coffee shop with friends, 29% alone, 21.5% with a partner, and 11% with family. The tendency of generations Y and Z to visit coffee shops with friends because they can do activities together.

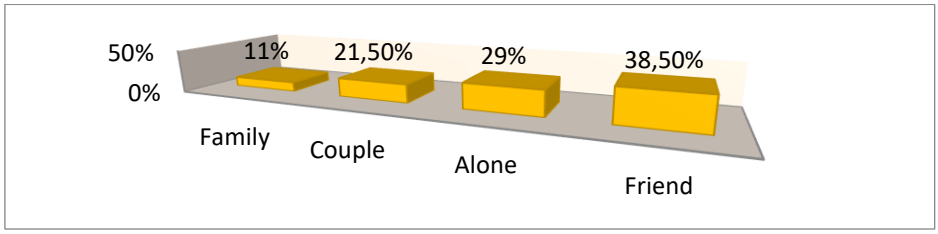


Figure 4. Companion when visiting coffee shop
[Source: Own Primary Data (2022)]

5. Day to visit coffee shop

As many as 51% of Gen Y and Gen Z visited coffee shops on weekdays. This is done after they work. Referring to these, Hung (2012) underlined weekday consumers have significantly higher consumer characteristics than weekend consumers.

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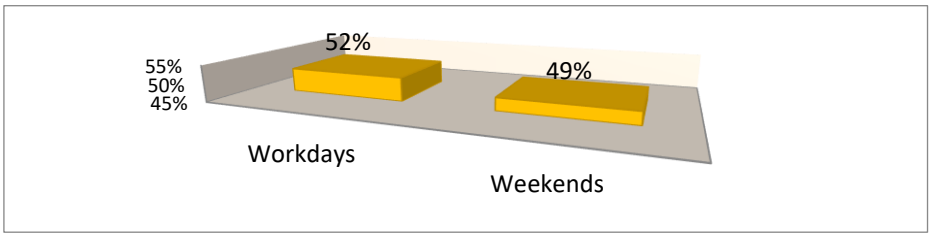


Figure 5. Day To Visit Coffee Shop
[Source: Own Primary Data (2022)]

6. Time To Visit Coffee Shop

A total of 36% of respondents visited the coffee shop at 16.00 – 19.00 pm, then as many as 33% visited at 12.00-15.00 pm. The rest at below 12.00 am as much as 14% and above 19.00 pm as much as 17%. Generations Y and Z visit in the afternoon after they finish their activities as shown in Figure 6. Responding these, (Putranto & Hudrasyah, 2017) revealed that the existence of the opening hours until midnight (24 hours) is valuable.

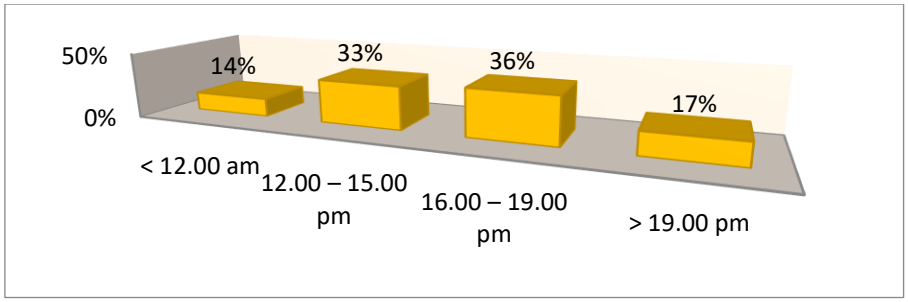


Figure 6. Time To Visit Coffee Shop
[Source: Own Primary Data (2022)]

7. Types of coffee drinks that are often purchased

Types of coffee drinks in the top five most frequently purchased are Ice Coffee Milk as much as 48%, Cappuccino ranks second as much as 20%, Americano as much as 8% ranks third, fourth place with 7% is Espresso, Black Coffee and Latte being the choice to five 5% each. The rest are in the range below 5% as shown in Figure 7. Iced coffee milk is the most preferred choice for generations Y and Z because of their tendency to follow the current trend which is often called the contemporary ice coffee milk.

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Other than that they feel right with the taste. The trend of milk coffee makes the coffee shop market increase.

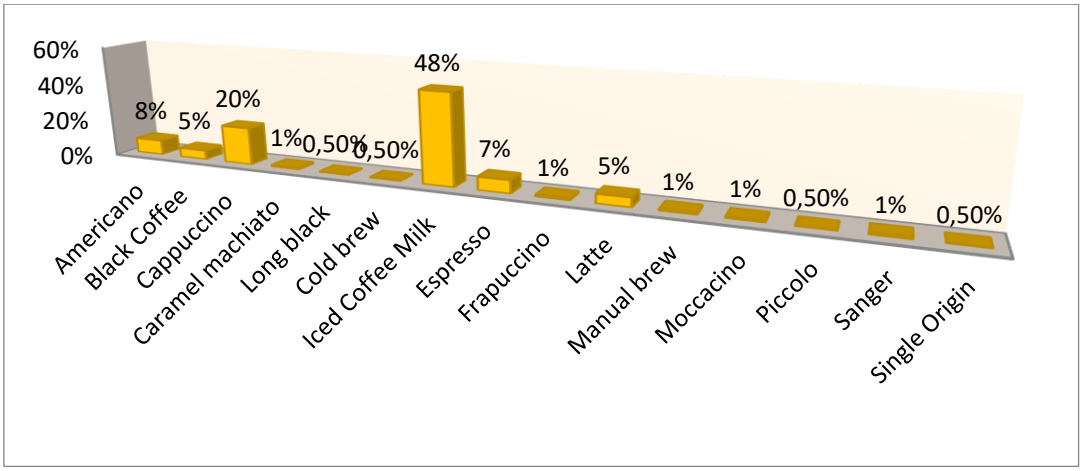


Figure 7. Types of coffee drinks that are often purchased
[Source: Own Primary Data (2022)]

This supports the findings of Winsight (2020) which states that Gen Z likes cold coffee or iced coffee. And this agrees with Buono (2017) who declared that cold brew is Gen Y's favorite. This is also supported by the opinion of Atlantic Specialty Coffee (2020) which states that Gen Y and Gen Z tend to buy specialty drinks. This is also consistent with the statement of PJ's Coffee (2019) which concluded that Gen Z buys a lot of specialty drinks.

8. Preference of hot or cold serving options

Respondents chose "Cold" or cold drinks as much as 73.50% while for "Hot" or hot drinks as much as 26.5%. Generations Y and Z tend to choose cold drinks due to the trend of iced coffee with various variants that are spreading in Indonesia. Cold drinks are easier to consume both on the spot (coffee shop) and take home.

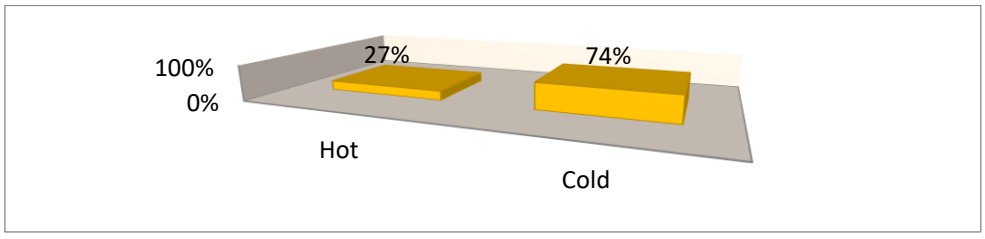


Figure 8. Preference of hot or cold serving options
[Source : Own Primary Data (2022)]

This is in accordance with the statements of Buono (2017) and Winsight (2020) that cold blended coffee is the choice for Gen Y and Gen Z, while hot coffee is smoothies.

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9. Other product purchased beside coffee

Other products that are often purchased besides coffee in the first place are mineral water as much as 31%, in second place are tea as much as 28%, in third place are juices at 15%, soft drinks are in fourth place at 11.5% and Snacks are in fifth as much as 5.5%. The remaining below 5% exists as shown in the diagram. Mineral water is most often purchased because after drinking coffee, water is needed to neutralize the taste.

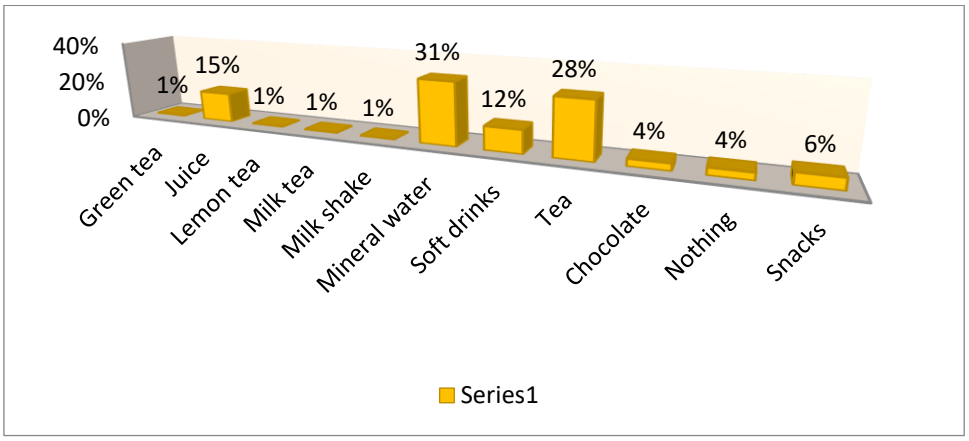


Figure 9. Other product purchased beside coffee
[Source: Own Primary Data (2022)]

This finding supports the results of the Winsight (2020) study which underlines that sport drinks and soft drinks are trailing behind after cold coffee and hot coffee.

10. Spent of money to consume coffee

As shown in the Figure 10, the respondents' average expenditure is in the range of IDR 20,000-29,000, 41%, the price range of 30,000-39,000 ranks second, and the third is in the range of IDR 40,000-49,000 as much as 18%. The rest is above 49,000 rupiah as much as 17%. The average price of coffee ranges from IDR 20,000 – 29,000 because of the spread of contemporary iced coffee with a price range that is quite affordable for generations Y and Z. According to (Hung, 2012) stated that consumers with monthly incomes between NT$20,000 and NT$30,000 have significantly higher consumer characteristics than consumers with monthly incomes of lower than NT$20,000, further consumers with steady jobs possess significantly higher consumer characteristics than consumers without jobs. Agreeing with this, Young (2020) asserts that Gen Z is more likely to spend less money.

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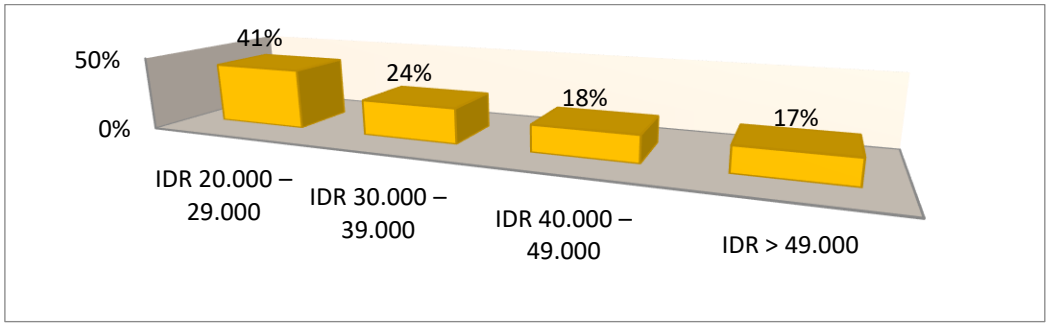


Figure 10. Spent of money to consume coffee
[Source: Own Primary Data (2022)]

Due to value of money, (Bitner & Booms, 1981) underlined that price as a part of marketing mix is needed by coffee shop consumer. Agreeing with this, (Damanik & Wibowo, Implementasi Strategi 4P Dalam Meningkatkan Frekuensi Public Event di Harris Hotel and Convention Bekasi (HHCB), 2018) state that adaptation in cost considerations and pricing by always maintaining the quality of services and products is a guarantee for creating a match between value and costs incurred by customers.

11. Motivation to enjoy coffee

Respondents prefer "Just Want It" as much as 69.5%, "To get rid of drowsiness" as much as 24.5% as the second, Lifestyle/trend as the third, as much as 4% and To be posted on Social Media as much as 2%. From this data, it can be seen that the purpose of generation Y and Z to drink coffee is because “Just want it” is unexpected as the most choice.

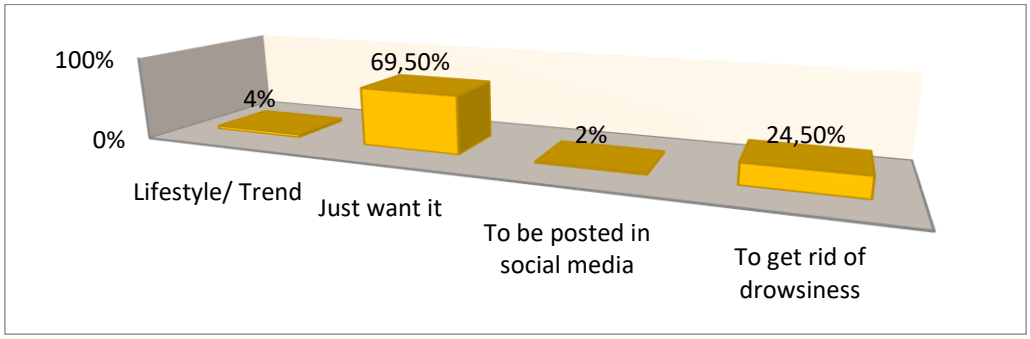


Figure 11. Motivation to enjoy coffee
[Source: Own Primary Data (2022)]

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This finding is quite unique when the survey results state that the motivation of Generation Y and Z in Indonesia to enjoy coffee is just wanting, because this is contrary to the findings of the Nation's Restaurant News (2020) which stated that Gen Z wants an experience more than just a cup of coffee. This is also in contrast to the findings of the Supplement Breakfast Journal (2017) which found that millennials (Gen Y) keep pace with the trend so they are more adventurous.

12. Determinants in choosing a coffee shop

As shown in figure 12, respondents choose coffee shops because of the delicious taste (45%), next is a comfortable (29%), then affordable prices (16.5%), type of product offered (5%) and for the fifth is a friend recommendation (2.5%), the remaining is a coffee shop that is going viral (2%). Serving coffee that tastes good is the main reason Generation Y and Z choose coffee shops. Unexpectedly, it turned out that a friend's recommendation and what was going viral became the last reason for choosing a coffee shop. In line with this results, Gumilang et. al. (2021) and (Cho, 2005) argued that the quality of the coffee taste is important when we are in coffee shop. Furthermore, the availability of wireless internet is very important (Pozos-Brewer, 2015).

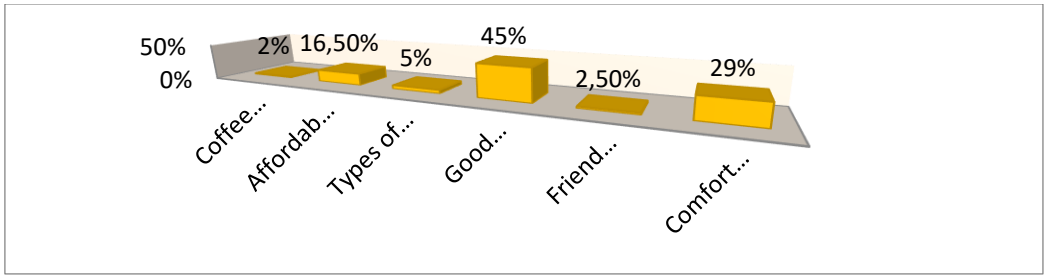


Figure 12. Considerations in choosing a coffee shop
[Source : Own Primary Data (2022)]

13. Activities in coffee shop

Respondents chose activities that were carried out in a coffee shop while drinking coffee, the highest was chatting as much as 48%, the second order was doing assignments as much as 25.5%, for the third place was gathering as much as 16%. Generations Y and Z spend more time with friends or coworkers by chatting at cafes. In line with these, Putranto (2017) stated that marketers should be able to maximize the function of the coffee shop as a “third place” and this is especially true for consumers aged 15 to 24 years in Bandung (West Java) who are most likely to visit to socialize with others.

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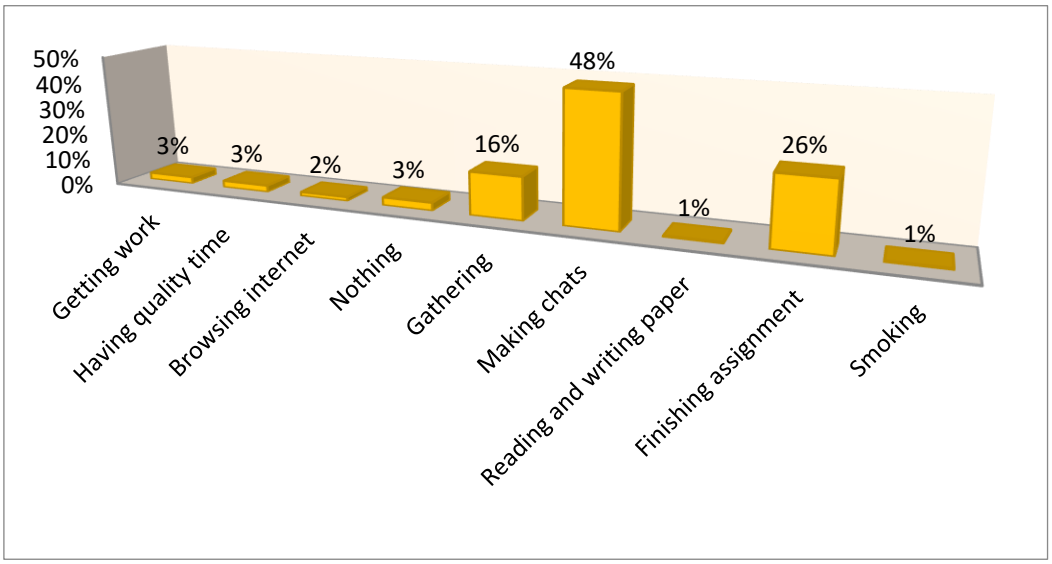


Figure 13. Activities in coffee shop
[Source: Own Primary Data (2022)]

14. Posting activities in coffee shop on social media

For generations Y and Z, it turns out that they choose not to upload photos as much as 72% compared to uploading photos as much as 28%. Based on the highest choice, it solves the growing issue that generations Y and Z often post everything they do.

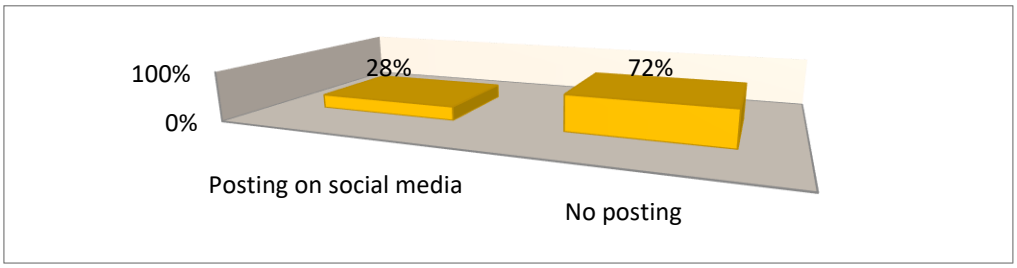


Figure 14. Posting activities in coffee shop on social media
[Source: Own Primary Data (2022)]

15. Social Media often used to upload picture activities on coffee shop

Even though the Y and Z generations tend to not upload photos of coffee drinks, some of them have posted photos of coffee drinks. From the diagram above, the social media that is often used is Instagram as much as 52.5%. The second position is the option never uploads as much as 38.5%. Instagram is the most widely used social media because Instagram is currently a trending social media and has the most users. This is supported by Putranto (2017) which underlined that coffee shop owners could maximize the use of social media to promote their place because of the

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great results the majority of consumers use social media to get information that will help them decide to visit or not.

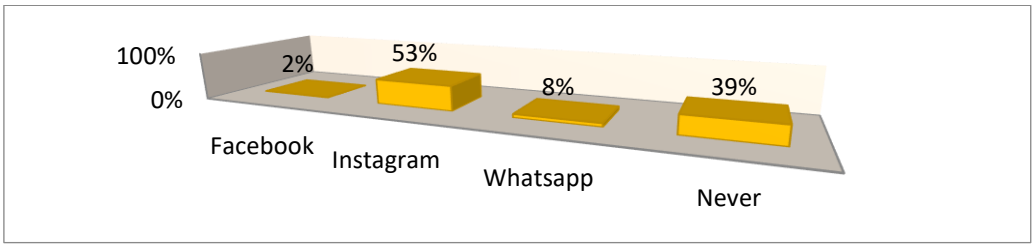


Figure 15. Social Media as media to upload activities in coffee shop
[Source: Own Primary Data (2022)]

16. Other way to purchase coffee

Generations Y and Z use Food Delivery Service a lot with the help of applications. The survey results show that 40% of respondents purchase coffee using GoFood, then 25% employing GrabFood and 20.5% using ShopeeFood. The reason for choosing to use them in purchasing coffee is the convenience of the payment method because it has an e-wallet application. In addition, many discounts such as free shipping and discounts are also reasons for applying e-purchasing.

This is in accordance with the findings of Cobe et. al., (2019) which states that emphasize technology (mobile ordering) is characteristic of Gen Y. Furthermore, it supports Ayuni (2019) and Tunsakul's (2020) argument that Gen Z is the most application-friendly and website-savvy generation. Techno savvy, engaged in e-commerce and m-commerce (Bilgihan, 2016). Thus, this is supported by study of Wibowo & Damanik (2019) which recommended the importance of running online marketing by providing delivery services.

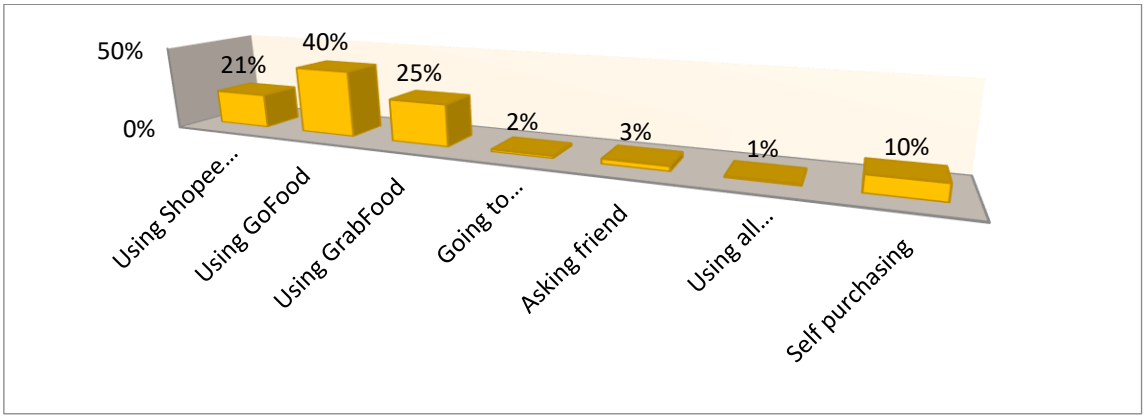


Figure 16. Other way to purchase coffee
[Source: Own Primary Data (2022)]

CONCLUSION

This survey research generated findings that were in accordance with several previous studies, but also found facts in the field that contradicted the

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opinion of previous researchers regarding the consumption behavior of Generation Y and Z towards ready-to-drink coffee in Indonesia.

Some of the appropriate characteristics are that Gen Z spends less money, Gen Y and Gen Z prefer cold blended coffee, they like to use mobile ordering and friendly applications, they use good taste and quality in choosing coffee outlets, and prefer to consume coffee in coffee shop while socialize with friends. As for them, they are lovers of various specialty beverages' including coffee with a wide selection of variants.

The findings are that the motivation of Gen Y and Gen Z to enjoy coffee is just wanting. Furthermore, they stated that they did not upload all the activities carried out at the coffee shop, even though some did. Next, Gen Y consumes ready-to-drink coffee more often than Gen Z.

On the other hand, the thing that characterizes generations Y and Z in Indonesia to enjoy coffee at coffee shops is to socialize with various activities including having conversations, getting acquainted, discussing things, therefore in the survey, it was stated that their companion to coffee shops were friend.

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Perceived Restaurant Food Healthiness on Consumer Satisfaction at Burgreens Menteng Resto

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ABSTRACT

Purpose: This research aims to look for the significance of the effect of perceived restaurant food healthiness on consumer satisfaction at Resto Burgreens Menteng.
Methods: The respondents of this research are consumers of the Burgreens Menteng restaurant using a sample of 318 people. The sampling technique used was non-probability sampling with an accidental sampling approach. Data analysis using IBM SPSS application ver. 25 for Windows, using the technique of Simple Linear Regression Analysis.
Result: The results of this research indicate that perceived restaurant food healthiness is proven to have a positive and significant effect on consumer satisfaction. The role of perceived restaurant food healthiness is directly proportional to consumer satisfaction.
Implication: The implications of this research support the results of previous research and strengthen the theory related to perceived restaurant food healthiness and consumer satisfaction. Perceived restaurant food healthiness has an important role in consumer satisfaction in a restaurant. changing views about eating. Besides to fulfill the daily needs of humans, food also must make the body healthy. So, avoid being overweight and avoid various types of diseases.

Keywords: perceived food healthiness, restaurant, consumer satisfaction.

INTRODUCTION

Every human has primary needs, one of which is food. Humans need food so that the body can process it into energy (calories). The body needs the right amount of calories and is balanced with the activities. The goal is that the food consumed can be directly converted into energy without the need to accumulate in the body for a long. The rise of fast food and sugary drinks, which have high calories, has a negative impact on the health of the body. However, all body functions can run well if humans eat healthy food.

Healthy food, according to Indasah (2019: 21), is food that has hygiene and nutrition, such as carbohydrates, protein, vitamins, and minerals. In addition to bodily functions, the human need for healthy food is influenced by many factors, such as: maintaining ideal body weight or proportions, people who are seriously ill, such as (cholesterol disease, diabetes mellitus, coronary heart disease, etc.), and course it is a lifestyle shift from people realizing how important the health of the body is during the recent Covid-19 virus pandemic.

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In this era of globalization, there are many types of restaurants that we can meet in Indonesia. Each restaurant has its characteristics, and one of the characteristics that are increasingly developing among the types of restaurants that exist is restaurants that carry a menu of healthy food that they offer. Recently, the restaurant has been increasingly innovating where the food is made to resemble the food we usually find every day but has basic ingredients from plants. Even though the menu is made with organic plant-based ingredients, it does not reduce the delicacy and attractive appearance of the food menu served. This is increasingly attracting interest from people to realize the importance of each composition and caloric value of food consumed for their body.

One of the restaurants in Jakarta that carries the theme of restaurant food healthiness is Burgreens which is located in the Menteng area, Central Jakarta. This restaurant provides plant-based (vegan) food in the basic components of food. These foods are processed into similar forms of food that are known to have high calories.

Consumer satisfaction is obtained from achieving consumer expectations for the products offered by a business. In this case, the achievement of consumer expectations to be able to eat healthily is realized by the presence of restaurants that carry the concept of healthy food. Customer satisfaction is the main reference for the success of a restaurant business. When consumers are satisfied with what a restaurant serves, they will not hesitate to make repeat purchases and recommend the restaurant to their relatives and colleagues.

Perceived Restaurant Food Healthiness, based on the explanation from Lay & Kartika (2019), is the perception of health from food that customers feel in a restaurant which is related to the characteristics of the food, which include the freshness of the ingredients used, low content of calories, fat, and sugar. So Perceived Restaurant Food Healthiness is the health view of restaurant consumers regarding the food they try. This view of health has to do with the characteristics of food, including the freshness of each ingredient used, and the low levels of fat, calories, and sugar in a food serving.

Indicators for measuring Perceived Restaurant Food Healthiness, according to Lay & Kartika (2019), are balanced nutritional content, availability of food choices that are suitable for health, helping to control the body's diet, information about nutrition, and healthy cooking methods. Based on the facts presented by Kumala et al., (2021) and Ismawanti et al., (2021), Perceived Restaurant Food Healthiness can control food for a history of certain diseases.

Consumer Satisfaction, according to Hanum et al. (2021) is a comparison between products or services that customers perceive as exceeding predictions before the product/service is purchased by the customer. If the feeling exceeds the customer's expectations, the customer will be satisfied, and vice versa. So, consumer satisfaction is comparing products or services found by consumers beyond the predictions of consumers before purchasing a product or service. Consumers feel satisfied if the feelings found to exceed their predictions of the consumer's and vice versa; consumers feel dissatisfied if the feelings found are below their predictions. Indicators of consumer satisfaction, according to Asti & Ayuningtyas, (2020), are as follows: Product quality, service quality, emotion, price, cost, and convenience.

The results of previous research from Pinto et al., (2021) stated that the factor a person has perceived food healthiness is awareness and knowledge of the

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composition of each ingredient. Previous research was conducted by Lay & Kartika (2019) where previous research took place at Madame Chang Restaurant, Surabaya. The results of this study are that perceived restaurant food health has a positive and significant influence on consumer satisfaction and perceived value. Another similar study was also found by Ajunanie (2018) this research is located at the D'Natural Healthy Store & Resto. The research results obtained are the variable perceived restaurant food healthiness has a significant positive effect on consumer satisfaction variables.

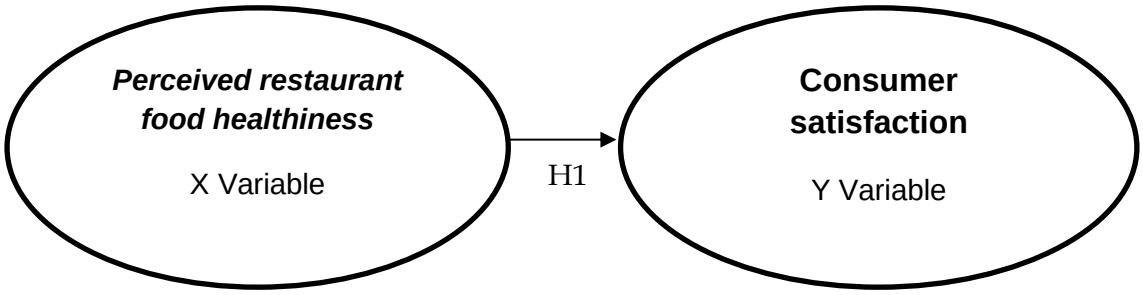


Figure 1. Conceptual framework

Based on the explanation of previous research and the framework of thought, hypotheses or temporary answers that can be formulated in this study, namely: Hypothesis 1: (H1): The characteristics of research respondents at Resto Burgreens Menteng are people who are aware and knowledgeable about the composition of each food ingredient and Hypothesis 2: (H0): There is no positive and significant influence between perceived restaurant food healthiness on consumer satisfaction at Resto Burgreens Menteng. (H2): There is a positive and significant influence between perceived restaurant food healthiness on customer satisfaction at Resto Burgreens Menteng.

RESEARCH METHODS

The research method used is a quantitative survey with a questionnaire. The unit of analysis used is the consumers of Burgreens Menteng Restaurant. The variables used in this study are perceived restaurant food healthiness variables (independent), and consumer satisfaction variables (dependent). The variable measurement uses a Likert scale of 1-5 (strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1)).

Data collection methods in this study were divided into two, namely: primary data (questionnaires and observations) and secondary data (previous journals, supporting books, consumer reviews on information search and food ordering sites, websites, and official social media belonging to Burgreens restaurants, as well as other theoretical sources).

The research population is 1550 people. The sample that the researcher will use is a non-probability sampling method (accidental sampling). The characteristics of the respondents who were considered suitable as data sources were: respondents aged 18-59 years and the respondent had at least 1 visit to the Burgreens Menteng Restaurant.

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The samples taken were 318 respondents. According to Putri & Rahyuda, (2017), the number of samples in survey research was more than 30 and smaller than 500, which was sufficient for research in general. The research data analysis method is a description of the research data, data quality test (validity test and reliability test), classic assumption test (normality test and heteroscedasticity test), and hypothesis testing (simple regression test, partial hypothesis test or t-test, and coefficient of determination) Data processing in this study uses the help of the IBM SPSS Ver.25 application.

RESULTS AND DISCUSSION

RESULTS

Burgreens restaurant is one of the leading vegetarian restaurants in Indonesia. The specialties in Burgreens restaurant are Asian (Indonesian, Korean, and Japanese) and Western dishes, such as burgers, pasta, steaks, etc. Burgreens Menteng Restaurant was established in 2018.

Table 1. Characteristics of Research Respondents

No.	Characteristics	Classification	Amount Respondents	Percentage
1.	Gender	Man	141	44,3%
		Woman	177	55,7%
Total			**318**	**100%**
2.	Age	18-27 years old	96	30,2%
		28-37 years old	105	33,0%
		38-47 years old	73	23,0%
		48-59 years old	44	13,8%
Total			**318**	**100%**
3.	profession	Student	60	18,9%
		merchant	36	11,3%
		Government employees	51	16,0%
		Private employees	135	42,5%
		Unemployment	19	6,0%
		Other	17	5,3%
Total			**318**	**100%**

[Sourch: Primary Data, 2022]

Based on the data in the table above, there were 318 samples taken, the first characteristic being gender. The majority of respondents who were female were 177 people or 55.7% and male respondents were 141 people or 44.3%.

The second respondent characteristic is age or age. The majority of restaurant consumers who participated in the study, aged 28-37 years, were 105 respondents or 33%. The second sequence is 18-27 years old with 96 respondents or 30.2%. The third order is 38-47 years old with 73 respondents or 23%. The last sequence is 48-59 years with 44 respondents or 13.8%.

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Table 2. Validity Test Results

No.	Indicator	Symbol	R_{count}	R_{table}	Significance
1.	Nutritional Content	X1.1	0,443	0,1104	0,000
		X1.2	0,489	0,1104	0,000
		X1.3	0,528	0,1104	0,000
2.	Food choices	X1.4	0,499	0,1104	0,000
		X1.5	0,615	0,1104	0,000
		X1.6	0,566	0,1104	0,000
3.	Dietary control of the body	X1.7	0,587	0,1104	0,000
		X1.8	0,575	0,1104	0,000
		X1.9	0,544	0,1104	0,000
4.	Information about nutrition	X1.10	0,586	0,1104	0,000
		X1.11	0,617	0,1104	0,000
		X1.12	0,529	0,1104	0,000
5.	The right cooking method	X1.13	0,521	0,1104	0,000
		X1.14	0,569	0,1104	0,000
		X1.15	0,486	0,1104	0,000
6.	Controlling food for people with a history of certain diseases	X1.16	0,554	0,1104	0,000
		X1.17	0,482	0,1104	0,000
		X1.18	0,502	0,1104	0,000
7.	Product quality	Y1.1	0,482	0,1104	0,000
		Y1.2	0,611	0,1104	0,000
		Y1.3	0,496	0,1104	0,000
8.	Service quality	Y1.4	0,522	0,1104	0,000
		Y1.5	0,494	0,1104	0,000
		Y1.6	0,474	0,1104	0,000
9.	Emotional	Y1.7	0,558	0,1104	0,000
		Y1.8	0,552	0,1104	0,000
		Y1.9	0,555	0,1104	0,000
10.	Price	Y1.10	0,618	0,1104	0,000
		Y1.11	0,605	0,1104	0,000
		Y1.12	0,509	0,1104	0,000
11.	Cost and convenience	Y1.13	0,583	0,1104	0,000
		Y1.14	0,593	0,1104	0,000
		Y1.15	0,591	0,1104	0,000

[Source: Primary Data, 2022]

Based on the table above, the results for the validity test show that each item in the questionnaire statement in this study produces an r count value that is greater than 0.1104 (r table). So, the measuring instrument of each variable is declared valid. All measuring instruments can be used for this research.

Table 3. Reliability test results

Research variable	Symbol	*Cronbach Alpha*	Explanation
Perceived Restaurant Food Healthiness	X	0,856	Good reliability
Consumer Satisfaction	Y	0,832	Good reliability

[Source: Primary Data, 2022]

The data reliability test in this study used the Cronbach Alpha test. The significance level used is 0.05. Based on the table presented above, the results of the reliability test for the measuring instrument for variable X are 0.856, and the

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measuring instrument for variable X has good reliability. The test results for the reliability of the measuring instrument for the Y variable were 0.832, the measuring instrument for the Y variable had good reliability. It can be stated that the measuring instruments for each variable in this study are reliable and the data collected can be used for the next analysis stage.

Table 4. Normality test results

Variable	Number of Samples	Significance
Perceived Restaurant Food Healthiness	318	0,200
Consumer Satisfaction	318	0,200

[Source: Primary Data, 2022]

The first classic assumption test is the normality test. The normality test uses the Kolmogorov-Smirnov nonparametric statistical test (K-S test). The results of the normality test in this study show a test value of 0.200> 0.05. It can be interpreted that the data on the variable perceived restaurant food healthiness (X) and consumer satisfaction (Y) with a total sample of 318 respondents are normally distributed or meet the requirements of the normality test because the result is more than 0.05.

The heteroscedasticity test uses the White test. The results showed that there were no symptoms of heteroscedasticity in this study. because the R-squared results show a result of 0.059> 0.050.

Enter the results of the hypothesis test, where there are three tests, namely: simple regression test, t-test, and test of the coefficient of determination. Simple regression test results in this study. that is:

$$Y= 1,588 + 0,656X$$

The results of this regression equation mean that if the value of the variable perceived restaurant food healthiness (X) is constant, the value of the consumer satisfaction variable (Y) is 1.588. The meaning of this value is that for every increase in the value of the perceived restaurant food healthiness variable, the value of the consumer satisfaction variable will increase by 0.656.

The results of the t-count test are 15.384. These results indicate that the t-count in this study meets the requirements. This is because (t-count) 15.384>(t-table) 1.9675. The result of a t-count of: 15.384 also means that the perceived restaurant food healthiness variable has a positive effect on the consumer satisfaction variable. and has a significance value of 0.000 (smaller than 0.05) meaning that the perceived restaurant food healthiness variable is directly proportional to the consumer satisfaction variable. This statement means that the higher the perceived restaurant food healthiness, the higher the consumer satisfaction. Thus, it can be stated that the variable perceived restaurant food healthiness (X) has a significant effect on the consumer satisfaction variable (Y).

The value of the coefficient of determination (R2) is 0.428 or 42.8%, meaning that perceived restaurant food healthiness is able to explain consumer satisfaction by 42.8%. This shows that the ability of the variable perceived restaurant food healthiness to explain the variable of consumer satisfaction is 42.8% and the remaining 57.2% is influenced by other variables.

In this study, the majority of Burgreens Menteng Restaurant consumers were female, because women consumed more vegetables and fruits (Modlinska et al.,

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2020) and paid more attention to their health (Bärebring et al., 2020). Feil et al., (2020) revealed that young adult consumers are more motivated to accept organic foods that have health benefits. At the age of young adults, people have started to prepare health conditions for their old age, they will be more careful in choosing the food they consume. This characteristic is also consistent with the theory presented by Pinto et al., (2021) where awareness and knowledge of the composition of each ingredient is one of the factors that people have a healthy view of the food they try, especially healthy food. People from the upper middle class, educated, and people who take care of their body's health pay more attention to the health of the food they consume.

Therefore, it can be seen in table 1 that this is in accordance with the respondents who participated in this study who came from productive young adults and had decent jobs. where the respondents came from productive young adults and had decent jobs, both as employees, traders, and students. So, H1 in this study is accepted because the respondents can be said to fit into the category of people who have awareness and knowledge of the composition of each ingredient and they pay more attention to the health of the food they consume.

Based on the results of the t-test conducted, these results show that the variable perceived restaurant food healthiness has a positive and significant influence on consumer satisfaction at Resto Burgreens Menteng. That is, the decision H2 is accepted and H0 is rejected. The role of perceived restaurant food healthiness is directly proportional to the presence of consumer satisfaction.

The role of perceived restaurant food healthiness is directly proportional to the presence of consumer satisfaction. If someone has a higher level of perceived restaurant food healthiness, then the level of consumer satisfaction that is created is also higher. If consumers have high health perceptions from every food they try, they will feel appropriate and even exceed the health perception they have with the food available at Burgreens Menteng restaurant. This is because the Burgreens Menteng restaurant not only serves identical variations of healthy food in the form of vegetables and fruit, they even change the appearance of healthy food to look like "naughty" food. So, the level of satisfaction from consumers who visit Burgreens Menteng restaurants is also getting higher.

This research can support previous research conducted by Lay & Kartika (2019) where previous research took place at Madame Chang Restaurant, Surabaya. The results of this study are that perceived restaurant food health has a positive and significant influence on consumer satisfaction and perceived value. Another similar study was also found by Ajunanie (2018) this research is located at D'Natural Healthy Store & Resto. The research results obtained are the variable perceived restaurant food healthiness has a significant positive effect on consumer satisfaction variable.

In addition to supporting previous research, the results of this study also support reviews from consumers on various search, ordering, and food review sites. Consumers feel satisfied after visiting the Burgreens Menteng restaurant. This satisfaction arises because the Burgreens Menteng restaurant has succeeded in facilitating consumers who have a healthy perception of food.

The research implications in this study are divided into two, namely: theoretical implications and practical implications. The theoretical implication of this research is that the results of this study can support the results of previous studies and strengthen the theories related to perceived restaurant food health and

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consumer satisfaction that have been explained by several previous researchers. Furthermore, the practical implications of this study are: Health perceptions of consumers related to healthy food play an important role in customer satisfaction in a restaurant. This perception helps consumers to change their views about eating. So far, the purpose of eating is only to meet daily needs. But now, in addition to meeting daily needs, the food consumed must be able to meet the intake needed to make the body healthy so that the body can avoid being overweight and also avoid various types of diseases.

CONCLUSION

The first conclusion in this study is that the characteristics of gender are dominated by women, the majority are aged 28-37 years and the majority of respondents work as private employees. The research respondents at Resto Burgreens Menteng can be said to fit into the category of people who have awareness and knowledge of the composition of each food ingredient. Second, perceived restaurant food healthiness is proven to have a positive and significant influence on customer satisfaction at Resto Burgreens Menteng. the perceived restaurant food health variable has a role of 42.8% on consumer satisfaction and the rest is the role of other variables. All the limitations of time, data, and manpower that the author has in writing the final project make the writer limit the problems discussed in the research, namely only "Perceived Restaurant Food Healthiness Affects Consumer Satisfaction at Resto Burgreens Menteng".

Suggestions are aimed at three sections, namely: companies (Burgreens Menteng Resto) where Resto Burgreens Menteng are advised to readjust the meal portions offered by the restaurant to the needs of the consumer's meal portions, reevaluate the selling price of food and make more attractive promos, and keep maintain and be able to improve the quality of the healthy food served and services in order to maintain the existence of the restaurant among consumers. Second, future researchers who wish to carry out similar research in the future, are expected to reconsider adding several variables that can influence consumer satisfaction into research such as perceived value and promotion, and can take similar restaurants that carry the concept of good healthy food located in the Jakarta area or outside Jakarta. Finally, readers are advised to start having perceived restaurant food health because this perception can help readers change their views on food and can determine which foods have positive and negative effects when the food is consumed by the body, if readers who have implemented perceived restaurant food health are very important to maintain in order to keep the body healthy and avoid various diseases caused by consuming unhealthy foods.

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The Effect of Service Quality on Tourist Satisfaction in The Implementation of Chse at Museum Nasional Jakarta

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ABSTRACT

Purpose: The study was to determine the effect of service quality on the implementation of CHSE on the level of tourist satisfaction while visiting Museum Nasional in Jakarta.

Research Methods: The data used in this study are primary data obtained by distributing questionnaires to visitors of Museum Nasional aged 18 years and over and used purposive sampling. The analytical method used is simple linear regression analysis.

Results and discussion: The Museum Nasional has implemented CHSE in its operational activities quite well, this can be seen from the results of the survey data obtained in this study, although there are still parts of the service that must be improved.

Implication: The quality of service in the CHSE implementation have a direct effect toward tourists' satisfaction.

Keywords: *CHSE, Tourist Satisfaction, Service Quality.*

INTRODUCTION

Traveling has become part of the life of Indonesian people. Travelling is also carried out with various motivations, ranging from business needs to simply eliminating fatigue. In Indonesia, various parties have takenthe chance provide services to support this travel behavior, so it is easier for Indonesian people to travel (Suwena & Widyatmaja. 2017). Tourist attractions have a variety of unique attractions. There are those who provide outdoor activities, there are also those who hold educational activities such as carving/drawing batik classes. In addition to the activities held, several tourist attraction also have values that can be learned through historic buildings and museums that have historical collections. One of the favorite museums for tourists is the Museum Nasional. This museum is the first and largest museum in Southeast Asia which was founded on April 24, 1778, besides that this museum is also often known as "Museum Gajah" or "Elephant Museum". This is due to the existence of a bronze elephant statue which is a gift from the king of Thailand, King Chulalongkorn (Rama V) in 1871. According to an article published by the Ministry of Tourism and Creative Economy in 2020, it was noted that the Museum Nasional has around 140,000 collections (Kemenparekraf.com, 2020). It is not only its strategic position or the number of

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collections, but this museum is also famous for various events held with the aim of preserving culture such as batik workshop and traditional music performances.

Due to improving conditions, the government has again allowed several museums in Jakarta to resume operations since 2021. One of the museums that has been granted permission to resume operations is Museum Nasional. Even though they have been allowed to operate again, all tourists must comply with applicable regulations such as checking in using *peduli.lindungi* application and complying with health protocol (wearing masks, washing hands, keeping distance, staying away from crowds, limiting mobility). With all the dynamic changes in life since the COVID-19 pandemic entered Indonesia, various regulations havebeen implemented and become new habits for Indonesian people, also known as new norms. This has an impacton many things, from daily life to work activities and the provision of services that support hygiene. The management of the National Museum cannot be separated from their responsibility in providing tourist areas that meet new normal standards. The Ministry of Tourism and Creative Economy has prepared a CHSE (Clean, Health, Safety and Environmental Sustainability) program as a new normal basis in tourist destinations involving various tourism industry players.

Implementation of the CHSE (Clean, Health, Safety and Environmental Sustainability) program in the operations of the Museum Nasional has been carried out since the decision from the Ministry of Tourism and Creative Economy was issued. This can be seen from the swiftness of the management of the Museum Nasional to support online ticket purchases, the use of the *peduli.lindungi* application before entering the Museum Nasional and various other things that have become a mandatory for tourists. However, in reality there are still many aspects that are not in accordance with expectations in the implementation of policies that are carried out, such as differences in the behavior of services provided to tourists who enter through the main door and the parking lot, lack of personnel to regulate the direction of tourist trips within the National Museum, the number of tourists who quite a lot and caused a crowd inside the National Museum, and various other things.

The implementation of CHSE (Clean, Health, Safety and Environmental Sustainability) program at the Museum Nasional on the daily operational, there is a gap between the implementation expectations that should be to maintain and provide a sense of security, comfort and security for tourists, but it does not work as it should. With the explanation that has been described previously, the researcher need to determine the effect of CHSE (Clean, Health, Safety and Environmental Sustainability) implement toward tourist satisfaction while visiting Museum Nasional, so this study will raise the title “The Effect of Service Quality on Tourist Satisfaction in The Implementation of CHSE at Museum Nasional Jakarta”.

With the explanation above, this research has the following problem formulation:

1. How does service quality influence tourist satisfaction?
2. How significant is the influence of service quality on tourist satisfaction?

RESEARCH METHODS

This research will use descriptive quantitative method. This research

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method will process and present data statistically and present the results descriptively so that they are easier to understand and digest. In this study will be used multiple linear regression analysis. The sample collection was carried out by purposive samplingso that the survey was only distributed to visitors to the National Museum who were over 18 years of age andthe determination of the sample size was determined by the formula Hair et. La. by calculating the number ofsamples of 5 times the number of statements / indicators provided. Scores in this study used a Likert scale, namely strongly agree (5 = SA), agree (4 = A), neutral (3 = N), disagree (2 = D), strongly disagree (1 = SD). The analysis in this study uses the SPSS version 25.0 for windows application.

RESULT AND DISCUSSION

CHSE (clean, health, safety, and environmental sustainability) has been implemented as the basis for health protocols that must be implemented in public places according to the Decree of the Minister of Health Number HK.01.07/Menkes/382/2020. This standard is also applied by the National Museum in carrying out its operations. Here are some things that have been implemented in the operation of the National Museum.

1. Purchase of non-cash tickets
2. Use the care protect application
3. Check the temperature
4. It is mandatory to wear a mask
5. Provision of hand sanitizers
6. The pattern of tourist trips in the museum.

In this study, 2 variables were used, namely 1 independent variable and 1 dependent variable. Each variablehas been tested for reliability and validity with the data received and all data used in this study has been proven reliable and valid.



Figure 1. Conceptual Framework

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Table 1. Profile of Respondent

Description	Quantity	Percentage (%)
Gender:		
Female	86	52,2
Male	78	47,8
Ages:		
18 - 25	72	44,2
25 - 30	49	29,7
>30	43	26,1
Profession:		
Employee	63	38,4
Student	71	43,5
Entrepreneur	29	17,4
Others	1	0,7

According to the data above, the majority of respondents in this study were aged 18-25 years and for jobs the majority of respondents worked as students/students and employees. For the gender of the respondents, there were more female respondents than male respondents. Table 2. Mean score & Overall Mean Score

Variable	Indicator	Mean Score	Description
Reliability XI	1. Staff wear appropriate masks provision	4,2	Agree
	2. Staff keep their distance	4,2	Agree
	3. Non cash ticket payment facilities are provided	4,3	Agree
	4. Alternative online tickets/ non-printed tickets are provided	4,1	Agree
Overall Mean Score of Reliability (X1)		4,2	Agree
Responsiveness X2	1. The National Museum provides a description for each of collections	4,2	Agree
	2. Officers direct touriststo follow the tourist path	4,2	Agree
	3. Officers always remind visitors to wear masks	4,2	Agree
	4. Officers always remind visitors to keeptheir distance	4,3	Agree

Overall Mean Score of Responsiveness (X2)		4,2	Agree
Assurance X3	1. To enter tourist must use *peduli lindungi* app	4,1	Agree
	2. Before enter tourist body temperature will be check	4,2	Agree
	3. Hand sanitizer is provided on every floor/room	4,2	Agree
	4. Museum provide tourist path on floor to reduce and control the flow of crowd	4,3	Agree
	5. Officers always carry out the sanitation activities	4,1	Agree
Overall Mean Score of Assurance (X3)		4,2	Agree
Empathy (X4)	1. National Museum officer have initiatives to help tourists	4,3	Agree
	2. National Museum staff actively remind tourists to comply with health protocols	4,1	Agree
	3. National Museum officers are responsive in answering tourist questions	4,1	Agree
	4. The National Museum attendant is very informative	4,1	Agree
	5. The National Museum staff advises non-cashpayments	4,1	Agree
Overall Mean Score of Empathy (X4)		4,2	Agree
Tangibles X5	1. Condition toilets in National Museum are dry and odorless	4,3	Agree
	2. Hand wash soap, tissue and hand dryers are provided in toilets	4,4	Agree
	3. The toilet attendant is always standby to keep toilets clean	4,2	Agree
	4. At each entrance visitor must scan the barcode of *pedulilindungi* app	4,2	Agree
	5. The body temperature measuring device at the main entrance is provided	4,1	Agree
	6. Instruction to use mask inside the museum is delivered in poster form	4,4	Agree
	7. There are signate for visitor mobility around museum	4,3	Agree
	8. Hand sanitizer easy to access	4,3	Agree
	9. The handwashing area at the		Agree

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	Museum main entrance is available.	4,4	
Overall Mean Score of Tangibles (X5)		4,3	Agree
Variable	**Indicator**	**Mean Score**	**Description**
Tourist Satisfaction Y	1. I felt safe while touring the National Museum	4,1	Agree
	2. I feel comfortable when traveling in the National Museum	3,6	Less agree
	3. I will invite my friends or family members to tour the National Museum	3,7	Less agree
	4. I will return to visit the National Museum	3,7	Less agree
	5. I will recommend the National Museum to my friends and family	4,4	Less agree
Overall Mean Score of Tourist Satisfaction (Y)		3,9	Less agree

The overall mean score in this study is Reliability (X1) with a value of 4.2, which means agree. Responsiveness (X2) is 4.2, which means agree. Assurance (X3) is 4.2, which means agree. Empathy (X4) is 4.2, which means agree. Tangibles (X5) is 4.3 which means agree. tourist satisfaction (Y) is 3.9, which is less agree.

Table 3. Data Normality Test

One-Sample Kolmogorov-Smirnov Test

UnstandardizedResidual

N		164
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	,52798597
Most Extreme Differences	Absolute	,065
	Positive	,060
	Negative	-,065
Test Statistic		,065
Asymp. Sig. (2-tailed)		,086[c]

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

The significance value of the results of the calculation of normality of the data is 0.086. In the Kolmogorov Smirnov normality test, the data is declared normally distributed if it has a significance value of 0.05 (sig. >0.05). So it can be seen that the research data is normally distributed because it

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has a significance value of 0.086.

Table 4. Test f

ANOVA[a]

Model		Sum of Square	df	Mean Square	F	Sig
1	Regression	13,552	1	13,552	44,463	,000[b]
	Residual	49,377	162	,305		
	Total	62,930	163			

a. Dependent Variabel: AVG_Y
b. Predictors: (Constant), AVG_X

The F table value in this study is 2.27 with a total sample of 164 and has 1 independent or independent variable. According to the table above, it can be seen that the significance value is 0.000 <0.05 and the calculated F value is 44.463 > 2.27 (F table). It can be concluded that variable X affects variable Y simultaneously or together.

Table 5. Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Eror of the Estimate
1	,464[a]	,215	,211	,55209

a. Predictors: (Constant), AVG_X

Based on table 5 above, the R Square value is 0.211 which can be interpreted as the effect of the independent variable (X) on the dependent variable (Y) of 21.1%.

DISCUSSION

This research was conducted with the aim of knowing the level of tourist satisfaction with the implementation of CHSE at the National Museum. The number of respondents in this study were 164 respondents with a majority of 52.2% women. With the general vulnerability of the majority between 18-25 years of 44.2%. The majority of respondents work as students/students by 43.5%.
The research hypothesis that has been presented in as follows:

Ho : There is no influence between service quality in implementing CHSE on tourist satisfaction at the National Museum.
Ha : There is an influence between service quality in implementing CHSE on tourist satisfaction at the National Museum

According to the F test (simultaneous), all independent variables (X) affect the dependent variable (Y) simultaneously (see table 4). With the results of these data calculations, the results obtained are in accordance with Ha, namely the

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existence of an influence between service quality in implementing CHSE on tourist satisfaction at the National Museum.

CHSE implementation at the National Museum has been carried out in daily operations. However, there are still a number of things that are not paid enough attention to, such as directing tourist so that crowds do not occur. This is still not effective since the large-scale social restrictions (PSBB) were lifted and the number of staff were limited. There are also limited facility for hand washing, only available at the entrance of the National Museum.

CONCLUSION

The purpose of this study was to determine the effect of service quality in implementing CHSE at the National Museum on tourist satisfaction and to determine the influence of service quality in implementing CHSE at the National Museum on tourist satisfaction. In this study, measuring the level of tourist satisfaction was carried out by including CHSE elements in the 5 dimensions of service quality.

1. The National Museum has implemented CHSE in its operational activities quite well, this can be seen from the results of the survey data obtained in this study, although there are still parts of the service that must be improved.
2. From the processed data obtained from 164 respondents and the data that has been tested using SPSS Statistical Product and Service Solutions version 25.0 for windows, it can be seen that variable X service quality in implementing CHSE an effect on tourist satisfaction. So that the Ha hypothesis is accepted.

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Marketing Strategies to Increase Room Occupancy at Jambuluwuk Oceano Seminyak Hotel

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ABSTRACT

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

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

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

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

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

INTRODUCTION

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

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

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

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

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

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

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

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

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

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

[Source: Jambuluwuk Oceano Seminyak Hotel, 2020]

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

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

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

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

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

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

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

RESEARCH METHODS

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

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

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

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

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

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

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

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

RESULTS AND DISCUSSION

Analysis of Strengths-Weaknesses

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

Table 3. Weighting Internal Environment

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

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

[Source: data processed by the authors]

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

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

Table 4. Internal Environmental Rating Assessment

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

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

[Source: data processed by the authors]

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

Analysis of Opportunities-Threats

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

Table 5. Weighting of the External Environment

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

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

[Source: data processed by the author]

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

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

Table 6. Rating External Environment

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

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Total	21.84
Average	3.12

[Source: data processed by the author]

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

Analysis of Marketing Strategies

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

Table 7. IFAS (Internal Factor Analysis Summary)

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

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

[Source: data processed by the authors]

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

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

Tabel 8. EFAS (External Factor Analysis Summary)

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

[Source: data processed by the authors]

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

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

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Table 9. Matriks IE Jambuluwuk Oceano Seminyak Hotel

		(3.02)		
		Total Score of Internal Strategy Factors		
		High 3,0 – 4,00	**Average 2,0 – 2,99**	**Weak 1,0 – 1,99**
Total Score external Strategy Factors	**High 3,0 – 4,00** (3.12)	I GROWTH Concentration through vertical integration	II GROWTH Concentration through horizontal integration	III RETRENCHMENT Turn Around
	Medium 2,0 – 2,99	IV STABILITY Be Careful	V GROWTH Concentration through integrationSTABILITY No change in profit strategy	VI RETRENCHMENT captive Company atau Divestment
	Low 1,0 – 1,99	VII GROWTH Concentric Diversification	VIII GROWTH Conglomerate Diversification	IX LIKUIDASI Bankruptcy or Liquidation

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

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

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

Table 10. SWOT Analysis Matrix

IFAS / EFAS	Strengths (S)	Weaknesses (W)
	1. Has complete and adequate facilities according to 5-star hotel standards 2. Has 9 types of rooms ortypes of rooms 3. Special prices or promos from room prices given by sales & marketing when promoting room 4. The hotel's strategic location is in the Seminyak area and close tobeaches 5. Promotion through online media 6. Good cooperation with Travel Agent 7. Employees are fluent in foreign languages 8. Hospitality of hotel staff to guests 9. Work in accordance with standard hotel operating procedures 10. Hotel interior & exterior design, especially hotel rooms	1. Haspool views 2. Cleanliness of the hotel building and its surroundings 3. Have access to lobby 4. Motivation of hotel employees in increasing room occupancy 5. Availability of a large parking area

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

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

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

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

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

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environment, In this case, a conducive hotel environment can attract tourists to visit Jambuluwuk Oceano Seminyak. c) Rapid technological progress, Technological progress has an effect on hotel operations. This can be an opportunity for Jambuluwuk Oceano Seminyak Hotel in carrying out hotel operational activities and making it easier for employees or staff to work and serve guests. d) Stable inflation rate, the rupiah exchange rate can influence the decision of tourists who want to visit Indonesia, especially to Bali, and can affect the level of tourist visits.
e) Community support around the hotel, the support of the surrounding community can be used as an opportunity to increase income by collaborating with accommodation service providers and motorbike and car rentals to make it easier for guests to travel to a tourist attraction in Bali. f) The attraction of local culture, the attraction of Balinese culture is in great demand by foreign tourists, especially the culture of Bali Melasti, where in the Peti Tenget area the surrounding community does melasti by walking to Peti Tenget Beach This is the main attraction to attract tourists to visit Bali, especially in the Peti Tenget area, Seminyak.

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

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

1. IFAS (Internal) Matrix Factor Analysis Summary)
   Previously, an analysis was carried out with the score (weighted total) from the IFAS matrix in table 7 was 3.02.
2. EFAS Matrix (External Factor Analysis Summary)
   Previously, an analysis has been carried out with the acquisition of a score (weighted total) from the EFAS matrix in table 8 is 3.12.
3. IE Matrix (Internal-External)
   The IE Matrix (Internal-External) is used to determine the position of marketing strategy at Jambuluwuk Oceano Seminyak Hotel. After analyzing the IFAS (Internal Factor Analysis Summary) matrix with a total weighted of 3.02 and the EFAS (External Factor Analysis Summary) matrix with a total weight of 3.12, then the scores (weighted total) are transferred to the IE (Internal-External) matrix table. The results of the IE Matrix analysis in table 9 shows that the position of the marketing strategy of Jambuluwuk Oceano Seminyak Hotel is in cell I. The position of cell I shows that the marketing strategy of Jambuluwuk Oceano Seminyak Hotel is at the stage of the company's growth strategy with concentration through vertical integration. The growth strategy aims to achieve growth in sales, assets, profits or a combination of the three. In this case, it is the main strategy for companies that have a strong competitive market position (high market share) in a highly attractive industry. In order to increase the room occupancy rate, Jambuluwuk Oceano Seminyak

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

4. SWOT Matrix

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

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

CONCLUSION

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

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

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

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The Implementation of CHSE in Front Office Departement at The Apurva Kempinski Bali

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ABSTRACT

Purpose: This study aims to determine the model and impact of the implementation of CHSE at The Apurva Kempinski Bali, especially in the front office department.

Research methods: The study uses qualitative techniques with 5 approach models. The types of data used in this research are qualitative and quantitative. The method of data collection in this research is carried out by several stages, namely observation, interview, documentation, and literature research.

Results and discussion: The results of the study are the front office department at The Apurva Kempinski has 3 models of implementations CHSE. The 3 model CHSE implementation are model implementation provided by hotel, model implementation done by hotel guest, and model implementation done by cast and crew front office departement.

Implication: The implementation of CHSE at The Apurva Kempinski Bali received positive comments from guests.

Keywords:: protocol of healty, CHSE, front Office, Covid-19.

INTRODUCTION

The Covid-19 virus has infected the world for almost 3 years. Covid-19 is a disease caused by the coronavirus (WHO, 2020). Based on data from the Indonesian Ministry of Health on January 10, 2021, 5,264,664 peoples in Indonesia were tested positive for Covid-19 (Kementerian Kesehatan Republik Indonesia, 2021). The infection of Covid-19 in Indonesia makes the economy collapse in all sectors, especially in the tourism industry. The tourism industry's collapse has greatly impacted tourism areas, one of which is the Bali area one of the tourism destinations in Indonesia. The collapsed economy in Bali can be seen from a lot of tourist destinations and tourism businesses such as hotels, restaurants, travel agents, souvenir shops, MICE vendors, and all businesses related to tourism were forced to close. They were forced to close because many tourists chose not to visit Bali due to fear of getting infected by the Covid-19 virus.

A lot of things had been doing to make the tourism industry didn't collapse in Covid-19 situations. According to Ranasinghe et al. (2020) spread the positive news through news channels and social media platforms, promoting flexi-rates and allowing guests to move a booking to a new date and make policies about

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flexi cancellation policies, flexi-rates for all services, ensuring strict hygiene policies is the way sri Lanka to recovering tourism industry in sri langka. According (Ulak, 2020) prepared a hygiene protocol guideline, training and orientation the employees about the implementation standard operating procedures for sanitation and hygiene protocol guideline, Avoiding contact and social distancing by wearing mask and PPEs is that way to resuming the tourism industry in Nepal. According to Japutra & Situmorang, (2021) the hotel managers in Indonesia offer hotels as quarantine places, held talk shows through the digital platform, sell frozen food in taking away to the customer and offer hygiene protocol as hotel promotion to prevent collapse in the hotel industry.

Herédia-Colaço & Rodrigues (2021) prioritized the special cleaning programs to accommodate consumers' health and safety concerns is that way to recover the hotel industry from Covid-19 pandemic. According to Awan et al., (2020), cleanliness and efficient hygiene practices in hotels are one way to make tourists believe in staying during the Covid 19 pandemics. According Kaniasari et al., (2021), the health protocol implemented by all hotels shows health and safety guarantees for tourists who come to the city of Bandung. According to Yu et al., (2021) hygiene of customer-use spaces, personal hygiene of staff, and workspace hygiene are 3 attributes to customer retention in the hotel industry.

Social distancing, mass testing, sanitation, and health care activities are actions taken by the hotel industry in Spain during the Covid-19 transition period (Robina-ramírez et al. 2021). concept of wellness tourism is the way to make tourists believe to travel in the situation of pandemic Covid-19 (Pratiwi et al., 2021). According to Rosanti et al. (2020), implementation of cleanliness, health, and safety in Samosir tourism destination area make the traveler believe to travel to samosir tourism area. Program CHS (clean, health, safety) is the way to make tourists believe to travel to Bali during situation Covid-19 (Sutrisnawati et al., (2020). The CHSE Guidelines are an effort to avoid and anticipate the spread of Covid-19 (Hasan et al., 2022; Safitri et al., 2022).

To implement health protocols for productive communities to prevent and control the infection of the Covid-19 virus as well as to improve the economy, the Ministry of Tourism and Creative Economy made a strategy by making a CHSE certification (Diantari, 2022; Evryastuti et al., 2022; Nurlaila et al., 2022; Sambas et al., 2022). CHSE (Clean, Health, Safety & Environment) is a certificate program for tourism businesses, businesses or other facilities related to tourism, the community environment, and tourist destinations which aims as a guarantee to tourists or the public that the services or products offered have complied with the hygiene protocol, health, safety and environmental sustainability (Kemenparekraf, 2020). The implementation of CHSE needs to be carried out through socialization, education, and trial simulations to business actors and the community (Mahadewi, 2020). In addition, to implement CHSE, the ministry of tourism and creative economy and stakeholders in Bali has created a We love Bali program to educate CHSE in Bali (Lumanauw, 2020). According to Maulina et al., (2021) the implementation of CHSE in the hotel industry in Bandung begins with the development and training of employees on the procedures for implementing CHSE.

To fill the purpose to prevent and control the spread of the Covid-19 virus and to improve the economy, the government requires the implementation of

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CHSE in 5-star hotels which is important, especially in the front office department. Implementation in the front office department is very important because the front office department is the department that has the most get in touch with guests, which causes the front office department to be the most vulnerable place to the spread of the COVID-19 virus. In addition, the front office department is a department that becomes the brand image of a hotel which makes employees of the front office departement have to implement CHSE to create a good image so that tourists believe in staying at the hotel. According to Fajri (2020), the implementation of the health protocol for employees in the hotel environment is intended that hotel employees can create a sense of security and comfort for hotel guests.

RESEARCH METHODS

This research was conducted at The Apurva Kempinski Bali, especially in the front office department. This hotel is a 5-star hotel which is located at lot 4, Jl. Raya Nusa Dua Selatan, Benoa, Kec. Kuta Sel., Kabupaten Badung, Bali. The object of this research is the implementation of CHSE in the front office department at The Apurva Kempinski Bali hotel.

This research uses qualitative techniques with 5 approach models by Creswell (2010). The types of data used in this research are qualitative and quantitative (Sugiyono, 2017). The data sourced in this was 2 data namely primary and secondary data (Sugiyono, 2015). The primary data that directly from the researcher is the interview with the director of the front office, 5 months of observation and some documentation. The secondary data was from hotel informations, data from Kementerian Kesehatan Republik Indonesia, guest comment from online travel agent, and google review.

The method of sampling is purpose sampling to determining information (Sugiyono, 2015). The method of data collection in this research is carried out by several stages, namely observation, interview, document study, and literature research.

RESULTS AND DISCUSSION

The Apurva Kempinski Bali hotel has 3 models of implementation CHSE. 3 model implementation CHSE consist of The implementation of CHSE provided by the hotel, The implementation CHSE must do by guest and The implementation of CHSE must do by cast and crew of front office department.

The implementation of CHSE Provided by the Hotel

Figure 1 show that the implementation CHSE provided by the hotel. This model is carried out by several stages, the first stage is The Apurva Kempinski Bali get the certificate on 9 December 2020 by the combination of hygiene protocol had implementation with Standard Operating Procedure CHSE from Ministry of Tourism and Creative Economy. Hygiene protocol that had implementation in The Apurva Kempiski namely, white glove service.

In the second stage, The Apurva Kempinski Bali has been updated the standard operating procedure with the new combination of white glove service and CHSE.

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The third stage, The hotel management has given cast and crew information and training about new SOP (standard operation procedures). The purpose of management given to cast and crew information and traning is the management hope that cast and crew can implementation CHSE greatly and tell all the guest about the new standard operation procedures.

Fourth stages, The Apurva Kempinski Bali provided written warning consist by suggestions to obliged wear mask in the hotel area, upon entering, guest has to check the body temperature, maintain social distancing min 1-2 meter, the suggestion to use debit and credit card for any transaction, the suggestion to do not doing physical contact, suggestion do not split in hotel area and suggestion to sneeze and cough into your elbow to avoid spreading germs.

Fifth stages, The Apurva Kempinski Bali provided the place to wash hand and sanitizer, mask, hand glove, body temperature checker, wipe tissue, sign to maintain social distancing, hand sanitizer, and disinfectant spraying equipment as equipment to prevent the spread of COVID-19.

Sixth stages, The Apurva Kempinski Bali served online reservation, guest registration without physical contact with the guest, and provided debit and credit card for any transaction to avoid physical contact.

Seventh stage, The Apurva Kempinski Bali always pay attention to hygiene protocol when the guest held an event like a wedding, gathering, or meeting.

Eighth stage are The Apurva Kempinski Bali provided the equipment of safety and secure like fist aid, smoke detector and alarm system every room in this hotel, kind of fire extinguisher, clearly sign and door of emergency exit and the information about emergency evacuation in every rooms.

In ninth stages, The Apurva Kempinski Bali did recycle, reduce, reuse and replace to save the environment. Recylce, reduce, reuse and replace activity that The Apurva Kempinski Bali did such as: since it’s opening in 2019, the resort has minimized the use of single-use plastic and has been replacing it with biodegradable products, the process of replacing the linen in the room only did when the guest asked. The purpose of this activity is to reduce waste and consumption of energy. Besides that collaboration The Apurva Kempinski Bali with Diversey company thorough the linens for life program make The Apurva Kempinski Bali can recylce hygiene used linen into masks that can be distributed to

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the local community. Tenth stage, The Apurva Kempinski Bali provided health facilities.

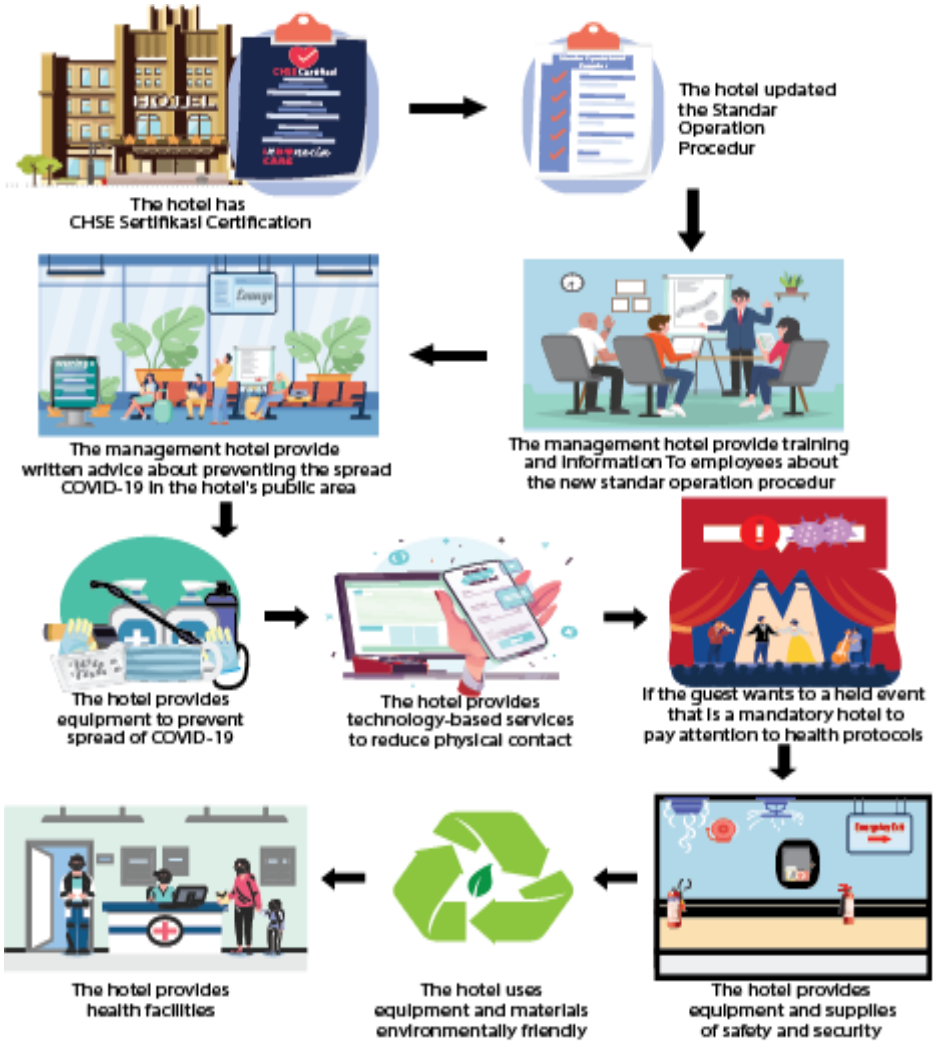


Figure 1. The Model of Implelemtation CHSE Provide by Hotel
[Sumber: data processed]

The Implementation of CHSE to Hotel Guests

Figure 2 shows that the implementation of CHSE to hotel guest. This model is carried out in several stages, the first stage is the guest can choose to park the vehicle by self of use valet service. greeting.

In the second stage, after the vehicle parked the guest from other islands must carry the result of the rapid-test.

The third stage, the doorman allow the guest to place to wash hand and check body temperature.

In fourth stage, the guest must maintain a social distancing minimum of around 1 meter.

Fifth stage, if the body temperature guest ≤ 37,3ºC, The guest allow to lobby to doing the process check-in. When the process check-in occurs, the guest

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must give information about health condition and history of travel along 14 days with fill the self-assignment form that provides by the hotel.

Sixth stages, if the result of the guest self-assignment form indicated positive COVID-19 and the guest from another island, the guest must give the result of rapid-test.

Seventh stages, the guest must tell the receptionist when they feel sick (fever, cough, runny nose, sore throat, and/or shortness of breath).

Eighth stages, the guest suggestion to use a debit or credit card for any transaction.

Nine stages, The guest must obey hygiene protocol that implementation at the hotel.

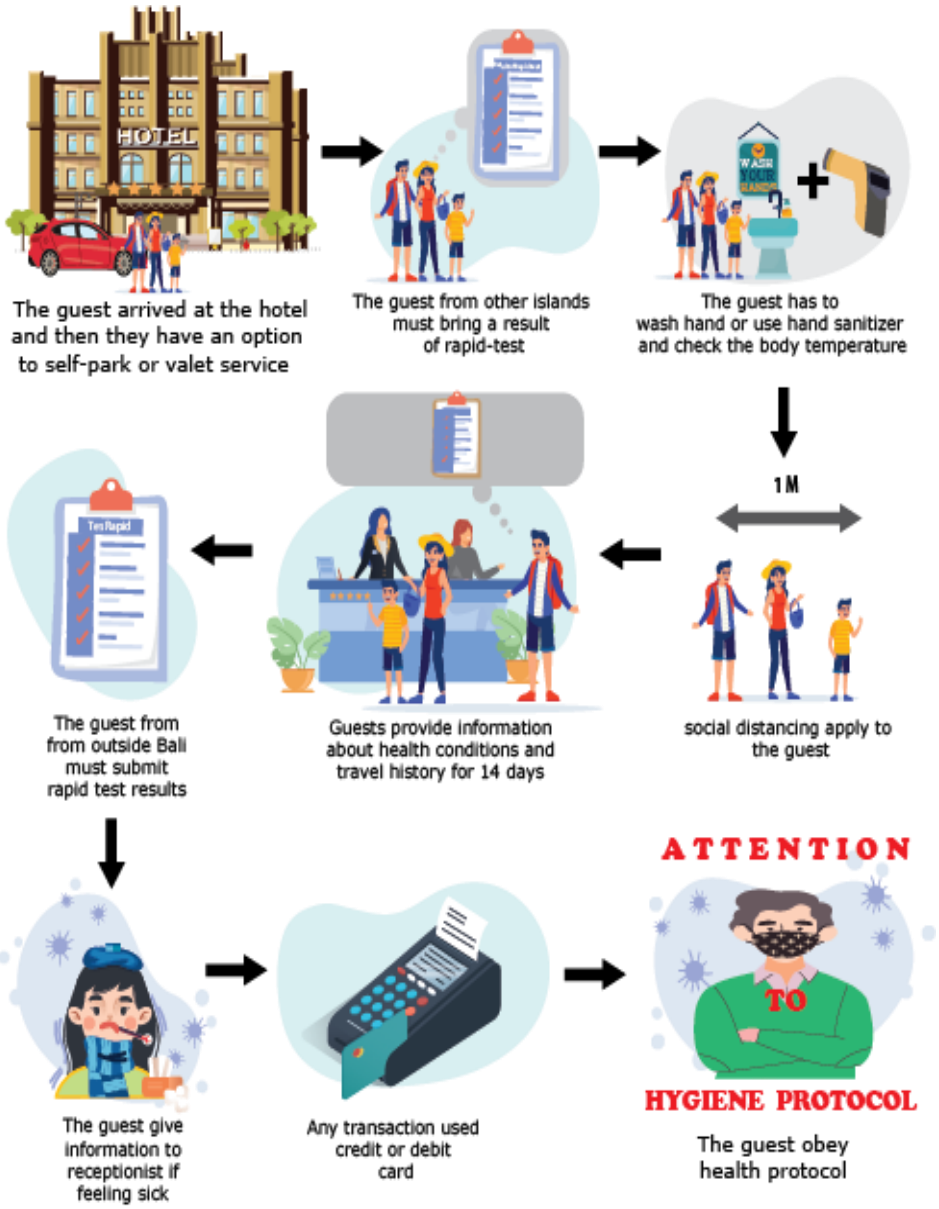


Figure 2. The Model of Implementation CHSE to hotel guest
[Sumber: Data Process]

The Implementation of CHSE in the Front Office Department

The implementation of CHSE in front office department include by 3 types of model. The three types of model implementation of CHSE in front office department is model implementation when cast and crew served the guest, process of check-in and process of check-out.

a. Model implementation CHSE when cast and crew served guest

In this model have several think that cast and crew of the front office must pay attention when served the guest. The Several think that cast and crew must pay attention such as:

First, all the cast and crew front office department must remind the guest and doing a social distancing minimum around 1.5 m to 2 m when served the guest.

Second, all cast and crew front office department must be greating the guest with namaste (greating without physical contact).

Third, all cast ad crew front office department must wear a mask that covers the nose and mouth also cast and crew must use hand gloves when served the guest. The Apurva Kempinski Bali has 2 types of hand gloves. The first type is a hand glove that makes from latex. This type is used by cast and crew that job directly get's in touch with the guest stuff. The second type is a hand glove that makes from cotton. This type used by cast and crew that job doesn't directly get in touch with the guest stuff.

Fourth, all the cast and crew of front office department must suggest guest use debit or credit cards for any transaction.

Fifth, All cast and crew of the front office department must pay attention to sign DNE (don' enter my room) that hang at guest room door and obey the rule of DNE service when served the guest to keep the guest feel comfortable during stay.

Sixthg, all cast and crew of front office department must inform the guest that all room, equipment that used in the hotel always clean and disinfectant before and after served the guest.

Seventh, all cast and crew of front office department must suggest the guest to use hand sanitizer before served the guest and remind to obey hygiene protocol.

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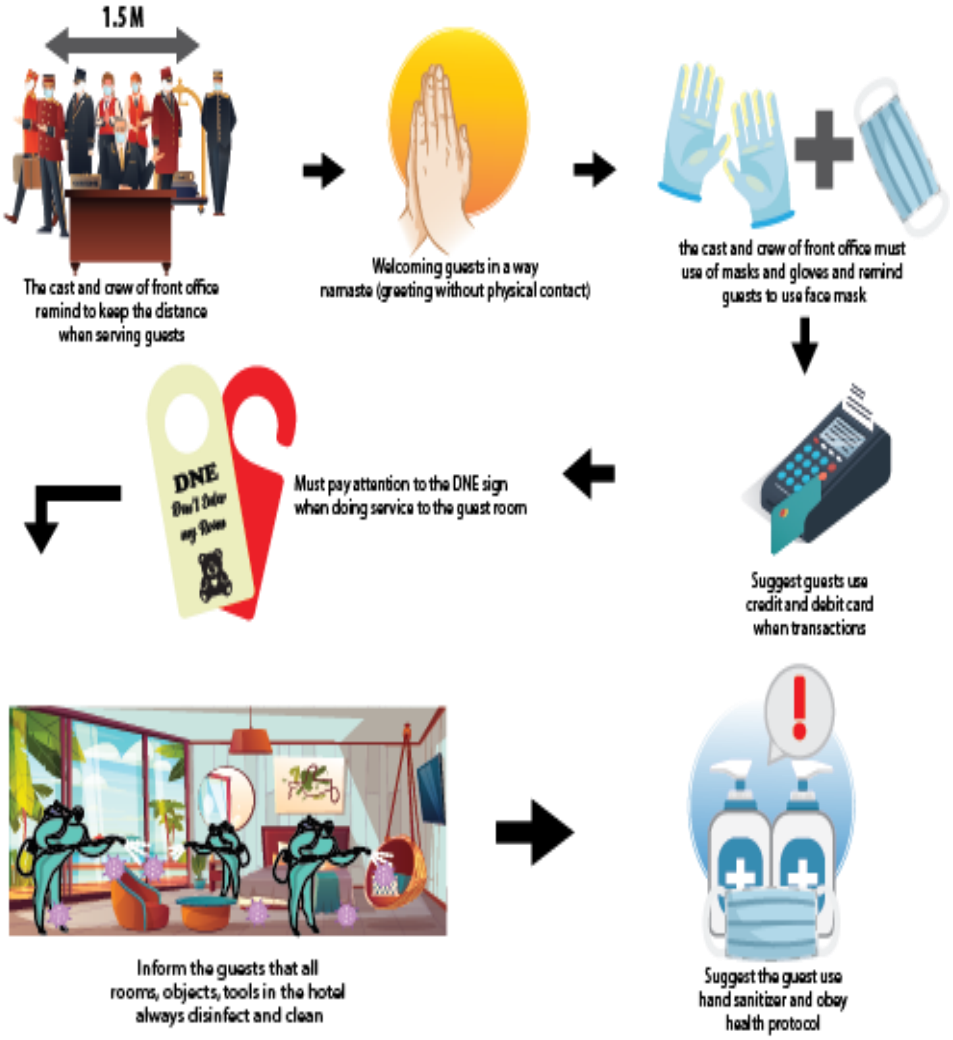


Figure 3. Model Implementation CHSE when Cast and Crew Serve the Guest. [Sumber: Data Processed]

b. Model Implementation of CHSE when Processing Check-in

This model have several steps that the cast and crew front office department must pay attention. The several step such as :

The first step, greeting the guest. When the guest arrived at porte-cochère the doorman greeting the guest with Namaste (greeting without physical contact).

Second step, the process of loading the guest luggage. When the guest already gets out vehicle, the bellman offers the guest help to loading guest's luggage also inform that the all-suite case will disinfect before delivers to the room and if the guest wants to get extra clean on they luggage the bellman will do that.

Third step, body temprerature check. When the proses of loading the luggage finish, the doorman allow the guest to the place to wash hand and body temperature check. When the body temperature of the guest ≥ 37,3°C (twice time check with distance of 5 minute), the cast and crew that inchar must tell dutty manager. After that, dutty manager with hotel medical officer

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will estoter the guest to isolation room to doing process check-in and check the health condition of the guest.

Fourth step, cash and crew that inchar as body temperature checker allow the guest to lobby if the guest have ≤ 37,3°C body temperature. At the lobby the guest will greeting by lady in red or lobby ambassador who that job to manage the crow in the lobby area because during the check-in process the front office department doesn't use partition to handle the crow in the lobby.

Fifth step, process check-in. After lady in red or lobby ambassasor greeting with Namaste (greeting without physically contact) they will escoter the guest to place to sit then inform that all stuff in the lobby area have been disinfectant.

During the check-in process, employee of front desk agent must greet the guest with Namaste then inform the guest that all staff who use to process check-in have been disinfect. Before the check-in process start employee of front desk agent must suggestion the guest to use hand sanitizer. The employee of front desk agent must to collect data of guest about condition of health and history of travel during 14 days and then ask to the result of rapid-test if the guest from another island. The employee must to inform about food policy that implementation in this hotel. Food policy is prohibition the guest to bring outside food and beverage into the hotel. The purpose this policy is to maintane the hygiene level in the hotel but If the guest want to bring outside food and beverage into the hotel, the guest must fill the form of food policy. The employee of front desk agent must offers and inform about DNE service (don't enter my room service). DNE service is the hotel service that the employees don't allow to entrance the guest room expect the guest allow to the employee enterance the room when the employee want served the guest. The purpose of this service is to keep hygiene level of the guest room and make the guest comfortable during stay in the pandemic Covid-19 era. The employee of front desk inform to guest about the government policy. The employee of front desk agent must to sugention to use debit or creadit card for any truncation. Before the guest escoter by lobby ambassador or lady in red, the employee of front desk must give hygiene kit to the guest. The hygiene kit contain of important contact person, mask, hand sanitizer and wipe tissue.

Sixth step, escort the guest. When the employee of front offce escoter the guest they must to remaind the guest to social distancing minimum 1.5 m and infom the guest that all area in this hotel always disinfect, minimjun lift capacity into 4 person. If the employee escort the guest to grand deluxe room then the employee will escort with buggy and then after the guest arrive to grand deluxe room the employee must suggestion the guest to use hand sanitizer that provide by hotel. When the guest use option of DNE service, the employee will explain about facilities of the room in front of the door but if the guest don't use DNE service, the employee will explain about facilities of the room, how to use DNE service and then inform the guest about empty minibar

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and magazine expect, the guest request that. The purpose of empty minibar and magazine is to reducing of sepread Covid-19 virus.

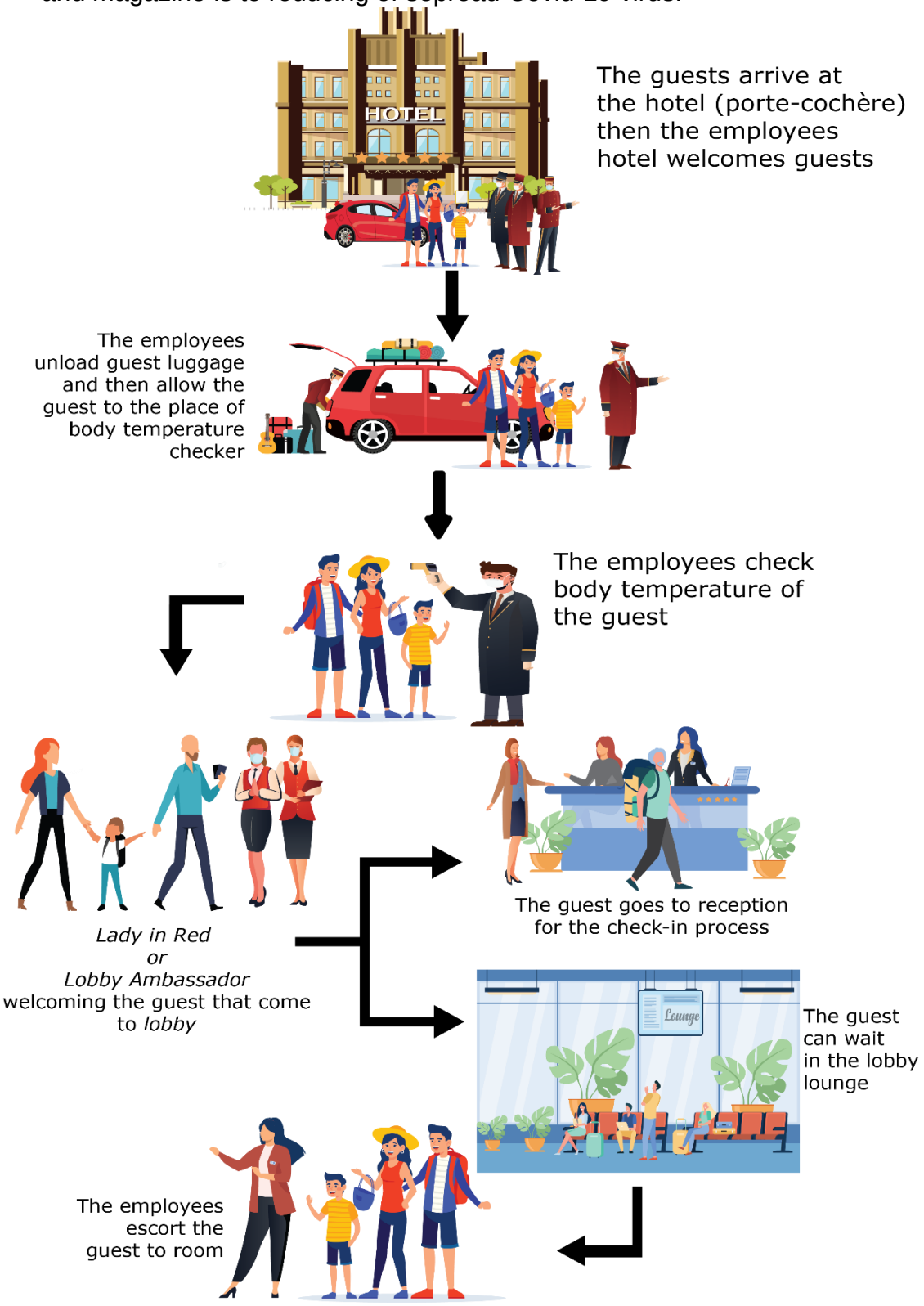


Figure 4. Model Implementation of CHSE when Processing Check-in
[Sumber: Data processed]

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c. Model Implementation of CHSE when Processing Check-out

In this model have several step that cast and crew of front office department must pay attention. The several step such as:

First step, the guest can choose method of check-out. The Apurva Kempinski Bali provide 2 method of check-out. The first method is the guest doing the process of check-out at counter of front desk agent. The second method is the guest doing process check-out in the room to avoid the crow for prevention the infection of COVID-19 virus.

Second step, procedure check out in the room. When the guest want to do check-out in the room, the guest can contact the front desk agent to doing process in the room. The employee of front desk agent will prepare document for process check-out. After the document ready the employee go to the guest room then, send the bill use application of whatsapp and then suggestion the guest to pay with creadit or debit card.

Third step, procedur check-out at counter front desk agent. When the guest want to check-out, the guest will directly come to counter of front desk agent. At the counter of front desk agent the cast and crew of front desk agent greeting the guest with namaste and let the guest sit. Before check-out process start the cast and crew that in char as front desk agent inform that all equipment have been clean and disinfect. When the guest want pay the bill the front desk agent suggestion the guest to pay with credit or debit card.

Fourth step, after process check-out complete. The guest allow to porte-cochère area. When the guest arrived in porte-cochère area the cast and crew of front office department greeting the guest with Namaste and then if the guest used valed service the cast and crew of front office allow the guest to sit during the cast and crew take the vehicle.

Fifth step, after the vehicle arrived in porte-cochère area cast and crew give the guest information. The cast and crew that take the vehicle must clean the stuff that they touch with disinfect before hand it over to the guest. Before the guest get in to the vehile the cast and crew must give wipe tissue to the guest.

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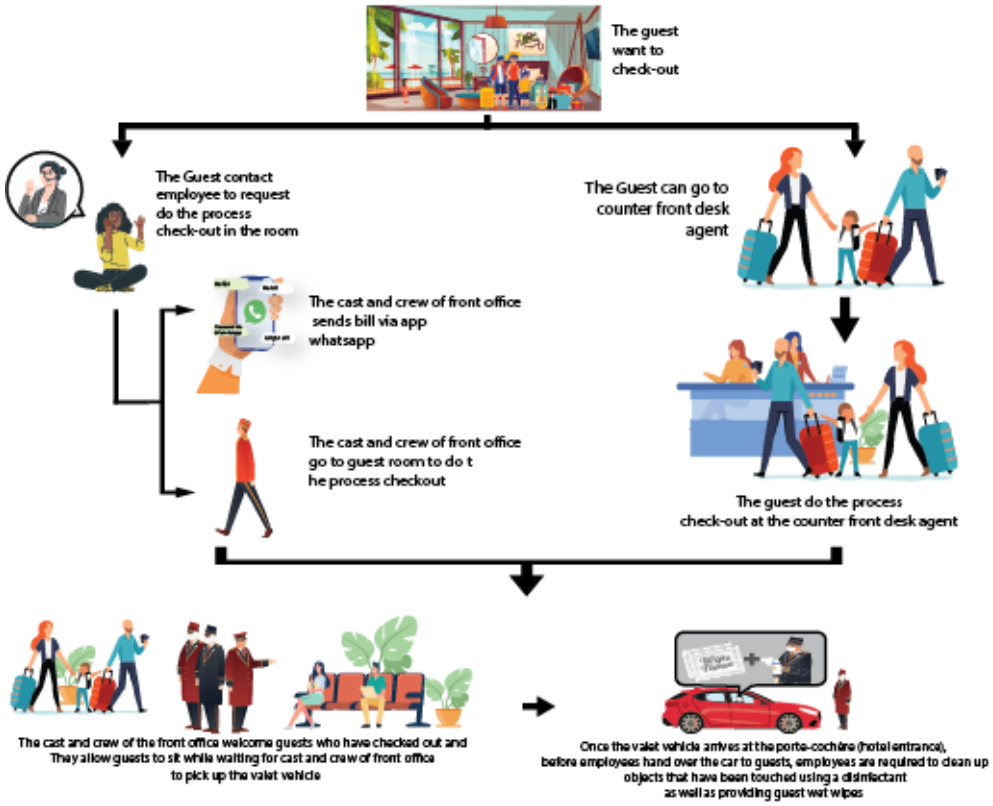


Figure 5. Model Implementation of CHSE when Check-out
[Sumber: data processed]

Due to the interview with director of front office obstacles implementation of CHSE in front office department divided to 2 factor. The 2 factor of obstacles implementation CHSE in front office department such as: (a) Internal factor. Due to the interview with director of front office, internal factor of obstacles the implementation CHSE in front office department because the cast and crew of front office department didn't discipline when carrying out tasks regarding the implementation of CHSE. (b) External factor. According to the interview with director of front office, there are some external factor of obstacle the implementation CHSE in front office department. The some external factor such as: some the guest who come to hotel regret to doing health protocol like wash hand, use hand sanitizer and wear mask in hotel area. Some the guest that stay at hotel still want to bring outside food and beverage into hotel area and then a little supply of mask, hand glove, hand sanitizer who must support the operation of front office make the cast and crew front office department almost lack mask, hand glove, hand sanitizer for supporting the operasional in front office department.

Due to the result of interview with director of front office, the implementation CHSE in Apurva Kempinski Bali gets a positive comment from the guest. This positive comment get from some guest review in online travel agent and google review. Beside that, some guest tell to authors that overall the implementation of CHSE in this hotel is good and then some guest say" they feel comfartamble during stay at The Apurva Kempinski Bali and want

to come back again to stay in this hotel. Some guest very aprriciated step management The Apurva Kempinski Bali to make food policy prevente spread the virus COVID-19.

CONCLUSION

The Apurva Kempinski Bali have 3 models of implementation CHSE. 3 model of implementation CHSE is divided into model implementation provided by hotel, model implementation CHSE done by hotel guest and model implementation CHSE done by cast and crew front office departement. The implementation CHSE doing by cast and crew front office department divine into how the cast and crew front office department served the guest, served the guest when check-in and check-out. The 3 models of implementation CHSE make the guest gives positive comment in guest review at online travel agent and google review. Overall the positif comment that guest given about implementation CHSE in The Apurva Kempinski Bali make the guest want come back and stay to The Apurva Kempinski Bali. Even though, The Apurva Kempinski Bali gets positive comment from the guest the operational activities in front office departemet are not great as the guest say.

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

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ABSTRACT

Purpose: The purpose of this study is to find out what are strategies in increasing the occupancy rate of the new normal era at The Westin Resort & Spa Ubud, Bali and to determine the yield management strategy in increasing occupancy rates in the new normal era at The Westin Resort & Spa Ubud, Bali.
Research methods: The types of data used are qualitative and quantitative data. Data collection methods used in this study were observation, interviews, questionnaires, and literature study. The data analysis technique used is descriptive qualitative and quantitative methods. This study uses a marketing mix approach with a SWOT analysis using the 7P indicator.
Results and discussion: Yield management strategies that can be used to increase room occupancy are expanding market share and working partners with travel agents, increasing promotions based on information technology and utilizing social media, strengthening local culture on products to be sold, providing valet parking for guests, providing technology application training to staff regularly to improve staff quality and performance, creating and developing products according to current trends.
Implication: The Westin Resort & Spa Ubud, Bali is in a growth stage.

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

INTRODUCTION

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

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

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

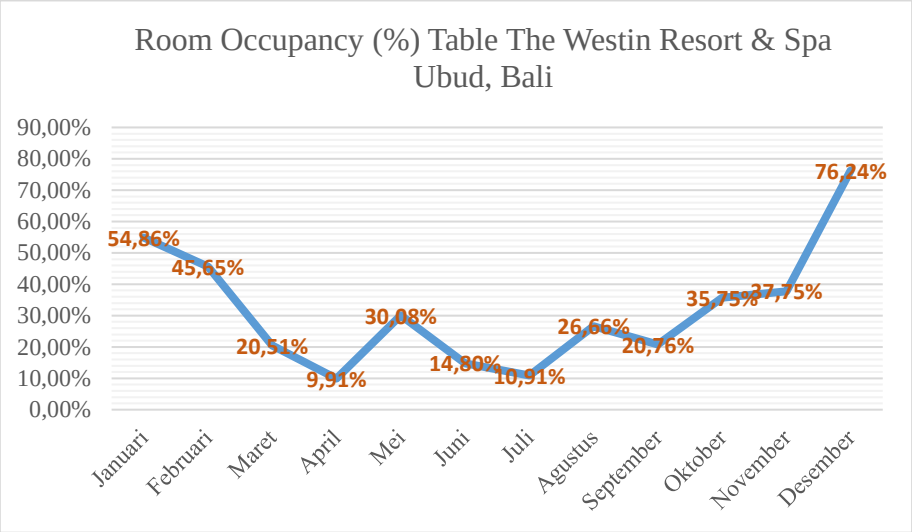


Figure 1. Occupancy of The Westin Resort & Spa Ubud, Bali in 2020
[Source: The Westin Resort & Spa Ubud, 2020]

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

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

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

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

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

RESEARCH METHODS

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

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

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

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

RESULTS AND DISCUSSION

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

Internal Factor Analysis

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

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

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

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

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

External Factor Analysis

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

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

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

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

Marketing Strategy Analysis

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

Table 3. IE Matrix

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

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

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

Table 4. SWOT Matrix

IFAS / EFAS	Strength	Weakness
	1. Have an interesting product 2. Offering products according to consumer interest 3. Competitive prices with other competitors 4. Offering a price that matches the quality 5. Has a strategic location, good road access, and easy to reach 6. Hotels have various promotions 7. Always actively promoting on social media 8. The hospitality of hotel staff to guests 9. Staff mastery of product knowledge 10. Motivate staff in increasing promotions 11. Attractive interior and exterior 12. Has complete facilities	1. Does not have a large parking area 2. Process staff in serving customers

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

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

1. Strength – Opportunities (SO) Strategy
   Based on the strengths and opportunities of The Westin Resort & Spa Ubud, Bali, 5 alternative strategies were produced in this SO.
   a. Expand market share and partner with travel agents.
      Expanding market share and partners is one strategy that can be used to increase the occupancy rate at The Westin Resort & Spa Ubud, Bali. If the market share increases, the demand will also increase. The Westin Resort & Spa Ubud, Bali's market share are Europe, UK & US (International Market), but since COVID-19 the market share has shifted to the domestic market by targeting groups and individual travelers.

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b. Increasing promotions based on information technology and utilizing social media.
   To increase the promotion of The Westin Resort & Spa Ubud, Bali can take advantage of technology and social media that are widely used by people in conducting promotions, for example: bringing in influencers to help market products, inviting consumers to share their moments while staying, and sharing promotions that interesting through social media.
c. Strengthen local culture in the products to be sold
   Local culture is the biggest tourist attraction, therefore it must strengthen local culture by inserting it into the products to be sold. For example, making activities such as Balinese Dress & Praying Ritual, serving Balinese food, unique spa series, and so on.
d. Creating products according to current trends
   The emergence of similar products based on current interests and trends can easily attract consumers' interest. In general, consumers will always be interested and have more attention to the latest trend developments. Therefore, the hotel can indirectly find out the current interests of consumers. For example, nowadays people capture every moment with photos or videos, which will later be shared on social media which will attract the attention of their social media friends. In this way, the hotel strives to arrange the rooms and decorations to make them look aesthetic and provide various interesting and instagrammable photo spots in the hotel area. So that this will attract the attention of other consumers to spend the night at The Westin Resort & Spa Ubud, Bali.

2. Weakness – Opportunities (WO) Strategy
   a. Provide valet parking for guests
      By providing valet parking facilities, we can provide comfort and convenience for guests staying at the hotel by helping them to park their vehicles. So even with a narrow parking lot, the hotel can still manage the parking lot to the maximum.
   b. Provide training or training to all staff regularly
      The more intense the competition, the hotel must improve the quality of services provided by training all hotel staff so that the prices and facilities provided are competitive but the quality of service received is very satisfying.
3. Strategy Strength – Threat (ST)
   a. Develop existing products with more unique and interesting innovations to increase purchasing power.
      One of the strategies that The Westin Resort & Spa Ubud, Bali can use in using strength to avoid threats is to improve its products by modifying them so that they become products that are superior to competitors. For example, combining products, by providing a "Save Now, Stay Later" promo which combines room and food & beverage products to attract consumers' attention. By offering an offer of IDR 1.000.000,- for a 2 night stay in a Deluxe Garden View room and includes breakfast for 2 people.
   b. Providing promo prices that are cheaper than competitors' prices to attract consumers.

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

4. Weakness – Treat (WT) Strategy
   a. Provide better service compared to competitors
      Getting the best service is the dream of every guest, therefore hotel staff must always provide the best service for guests staying so that guests have a pleasant stay experience and label The Westin Resort & Spa Ubud hotel as a hotel with the best service compared to other hotels.
   b. Expand the parking area, by renting available land near the hotel area
      By providing a large parking area, during peak season consumers will not complain because they do not get a parking space, which will affect the level of consumer comfort. In addition, increasing the parking area by renting vacant land near the hotel, will increase income for the surrounding villages. Which can help the regional economy.

CONCLUSION

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

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

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

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Implementation of Standard Operating Procedures of Food and Beverage Service at Infinity8 Bali Hotel

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ABSTRACT

Purpose: This study aims to determine the implementation of standard operating procedures applied by food and beverage service employees and the managements to improve food and beverage service.

Research methods: This study uses a qualitative descriptive analysis technique, which systematically describes the data obtained during the study starting from interviews, observations, questionnaires, literature studies, and quantitative descriptive analysis using a 5-level Likert scale. Data were obtained by distributing questionnaires on the implementation of standard operating procedure of food and beverage service to 9 respondents in the food and beverage service department.

Results and discussion: From 13 standard operating procedures there are 11 standard operating procedures that have been implemented optimally, and 2 of standard operating procedures which is not maximum implementated yet such as selling by recommendation with a value of 3.81 and serving food and beverage with a value 4.19, as well as several points in standard operating procedures for seat the guest and menu presentation with a value of below 4.11.

Implication: Conducting training, improving and maintaining the application of standard operating procedures, improving supervision and communication, and conducting evaluations to improve the services provided to guests need to do better.

Keywords: implementation, standard operating procedures, food and beverage service.

INTRODUCTION

Among all industries, tourism is one of the most famous which provides services and lodgings, food and beverages, and other services that are managed commercially. One of them is hotel industry. Hotel is a type of accommodation that is managed commercially and professionally, provided for everyone to get lodging, eating and drinking services, and other services (Bagyono, 2014: 63). Hotel has several departments with their respective duties and responsibilities, but has the same role of providing maximum service both directly and indirectly to tourists (Kusuma, et al, 2022; Paramita, et al., 2022; Safitri et al, 2022).

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Infinity8 Bali Hotel is 4-star hotel located at Bypass I Gusti Ngurah Rai No. 88A, Jimbaran, Bali. Infinity8 Bali Hotel has several departments such as front office, housekeeping, food and beverage service and product, engineering, accounting, human resources which run the hotel's operations. Food and beverage service is a department which has main job to provide and serve the food and beverage to the guests inside or outside the hotel area (Martayasa, 2012: 2).

Food and Beverage services widely used in the hotels and resorts (Harwindito et al., 2022; Puitri et al., 2022). In many places, food and beverage service quality are the most valuable of the hotels, the high-perceived value of the tourists when they found high food and beverage quality in a hotel rather than sleep night (Aburumman et al., 2018: 272). Food and beverage service is a department which serves the guest either as waiter or waitress, bar, and banquet. Food and beverage service has several functions according to Martayasa (2012: 3) such as serving food and beverage, increase profits for management, maintain the cleanliness and wholeness of the food and beverage equipment, and provide service and maintain good and harmonious relationships to all guests who come to the hotel.

In implementing the job standard operating procedures are needed as the guides for permorming the job. Implementation is ideas, concepts, policies, or innovations in practical action. It has an impact, either in the form of changes in knowledge, skills or attitudes. Standard operating procedures are needed by employees as work references to become professional and reliable resources. Standard operating procedure (SOP) is a guideline or reference to carry out work tasks in accordance with the functions and performance appraisal tools based on technical, administrative, and procedural indicators, according to work procedures, work procedures and work systems at the relevant work units (Atmoko, 2012: 1). Standard operating procedures is a document that contains a series of instructions listed that are standardized regarding various processes of office administration that contain how to do the job, when it is implemented, where it is organized and the actors who play a role in the activity (Insani in Wulandari & Fidiana, 2017: 7).

A well-made standard operating procedures will help the employees even if the key person or the supervisor is not on duty, with standard operating procedure other emergency tasks can be carried out properly and correctly.

The purpose of Standard Operating Procedures (SOP) is as follows (Indah Puji, 2014: 3):

To maintain consistency of performance level or performance of certain condition and where officer and environment in executing certain task or job.

a. Reference in the implementation of certain activities for fellow workers, and supervisors.
b. To avoid failures or errors (thereby avoiding and reducing conflicts), doubt, duplication and waste in the process of execution of activities.
c. Parameter to assess the quality of service.
d. To better ensure the efficient and effective use of power and resources.
e. To explain the task flow, authority and responsibility of the relevant officer.

Implementation of standard operating procedures is very important when performing services or completing tasks that have been given (Atmoko, 2012: 2). According to Van Meter & Van Horn in Hamdan (2016: 26), implementation is an

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action taken by individuals or officials or government and/or private groups directed at achieving the goals outlined in the above decision.

According to Purwanto (2012: 86), several factors make the implementation run well are: 1) Quality policy; 2) Adequacy of policy input; 3) Appropriateness of instruments used to achieve policy objectives (services, subsidies, grants, etc.); 4) Implementor capacity (organizational structure, HR support, coordination, supervision, and so on); 5) Characteristics and support of the target group (whether the target group is an individual or a group, male or female, educated or not); 6) Geographical, social, economic, and political environmental conditions in which the implementation is carried out.

Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution (Wibowo, 2007: 2). Service is an activities or direct interaction between between a person and another person or machine physically and provide customer satisfaction (Sampara in Sinambela, 2011: 5). According to Leisen and Vance in Aburumman & Alshamaileh (2020), measuring the services provided is very important for the organization to build and create loyalty which will lead to creating the competitive advantage needed for the organization, and ensuring to retain loyal customers. Service quality is a customer rating about reliability and superiority service in general so they can make a comparison between what they give and what they get (Kotler in Nur dkk, 2020: 2). According to Shepherd in Pamatmat (2018: 674), service quality is defined as a form of behavior that relates to satisfaction but not equivalent to it which results as a balance of prospect with performance.

In service quality, there are 5 dimensions used when evaluating service quality. According to Parauraman in Tjiptono (2011: 198), there are:

1. Tangibles are the physical facility, materials quality and equipment utilized including the personal appearance.
2. Reliability is the ability to provide a dependable, consistent and accurate service as promised to the customers.
3. Responsiveness is the readiness and willingness of service staff to offer the help customers in a timely and effective manner.
4. Assurance is the courtesy and knowledge of the service personnel that inspire trust and confidence among the customers.
5. Empathy is the degree of treating or caring and attention that service personnel that extended to customers in order to fulfill customer needs.

(Marković et al. in Santosh & Naaz, 2018: 846) says that service quality evaluation is more crucial and challenging task as service outcome is not the only important variable; delivery of those services is effective, efficient and pleasant manner also plays a significant role in overall service quality assessment. A high level of customer satisfaction is likely to generate positive feedback from the customerincluding revisiting the tourist area, increased purchase of products, and recommending these to others (Ouma Ogony et al., 2014: 109).

In its operations, Food and Beverage Service in Infinity8 Bali Hotel is guided by standard operating procedures so that employees can always provide the best service to customers. But over time, there has been a change of employees food and beverage service about implementing standard operating proce

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dures that have been applied. There are still employees who not well-implemented in standard operating procedures. Considering these conditions, management of Infinity8 Bali Hotel must continue to conduct supervision and guidance so that the operational standards of existing procedures can be applied optimally because good employee performance will have a positive impact on the company and form a good image for the company.

RESEARCH METHODS

The types and sources of data used are qualitative and quantitative data. Qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This analysis describes or systematically describes the data obtained during the study, ranging from interviews, observations, literature studies so as to be able to describe the situation or status of a problem clearly.

Data collection methods used in this study were observation, interviews, questionnaires, and study literatures. This study uses a qualitative descriptive analysis technique, which systematically describes the data obtained during the study starting from interviews, observations, questionnaires, literature studies, and quantitative descriptive analysis using a 5-level Likert scale.

In this study, it is supported by the use of simple quantification in the form of the use of the mean (average). With the following formula:

$$Me = \frac{\Sigma Xi}{n}$$

Explanation:
Me = Mean (average of responden's answer)
Xi = Nilai Xi (variable respondent's answer score)
n = number of responden

From the average, then the respondent's attitude scale can be arranged as table 1.:

Table 1. Implementation scale of standard operating procedures

No.	Manner	Scale	Explenantion
1	SOP is executed very maximum	5	4,21 – 5,00
2	SOP is executed maximum	4	3,41 – 4,20
3	SOP is executed enough	3	2,61 – 3,40
4	SOP is less executed	2	1,81 – 2,60
5	SOP not execuded	1	1,00 – 1,80

[Source: Likert Scale Modification Results]

The method of determining the sample 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 answer the research problem. The interviewees are from food and beverage service manager and supervisor. The questionnaires were given to respondents, they are 9 person from

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employees of food and beverage service department. Data analysis begins by filling out a questionnaire by a resource person. After collecting the questionnaires, the researcher then creates the result table by combining the value according to the indicator and comparing the percentage value to determine the difference of each indicator so that data presentation and interview result can be made to draw conclusion.

RESULTS AND DISCUSSION

Data obtained through interviews from food and beverage service manager and food and beverage service supervisor are using descriptive qualitative. Data obtained from interview is that the implementation of standard operating procedures are running well by time to time, but there are still some point of the standard operating procedures that not well-implemented such as the difference in service from employees obtained by guests, because the number of employees is less this also affect the implementation of standard operating procedures because the employees only work alone but has so many responsibility at the same time make them can not implementing the standard operating procedures well.

Data obtained through these questionnaires were analyzed again using descriptive quanitative analysis. This analysis technique is used to describe the data collected during the research. The questionnaire became the main data source in this research after conducting interviews. Then these data are used as materials for the analysis to answer the formulated problems and make conclusions and suggestions for research that has been done. The questionnaire was filled by 9 person, all from the food and beverage service department employees. The grouping is done to find out the characteristic of the respondents who are used as research objects, along with the respondents as a whole. The charactheristic of the respondents are:

1. Characteristic based on age

Table 2. Characterisric Respondents Based on Age

Age (Years)	Total
15-29	6
30-44	3
45-59	0
> 60	0

Based on Table 2 the age characteristics of the respondents in this study at the food and beverage service department of Infinity8 Bali Hotel, namely with an age range of 15-29 years totaling 6 people, ages 30-44 years totaling 3 people, while for ages 45-59 years and ages > 60 years totaling 0 people.

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2. Characteristic based on gender

Table 3. Characteristic Respondents Based on Gender

Gender	Total
Female	4
Male	5

Based on Table 3 the gender characteristics of the respondents in this study at the food and beverage service department of Infinity8 Bali Hotel, namely the female sex numbered 4 people and the male gender totaled 5 people.

3. Characteristic based on years of work in the food and beverage service department

Table 4. Characteristics of Respondents Based on Years of Work in The Food and Baverage Service Department

Years of work	Total
< 3 years	0
3-5 years	6
> 5 years	3

Based on the characteristics of the years of work of the respondents in this study at the food and beverage service department of Infinity8 Bali Hotel are 0 people with working years < 3 years, 6 people working 3-5 years, 3 years working > 5 years totaling 3 people.

After knowing about the characteristic of the respondents, now the authors will see the results of the questionnaire. Table 5 shows the result of the questionnaire of implementation of standard operating procedures.

Table 5. Results of Questionnaire of Implementation of Standard Operating Procedures

No	Statement	Total	Average
1.	Personal Hygiene and Grooming		
	Always keep your appearance neat	45	5
	Not wearing too much jewelry	45	5
	Maintain body odor and breath always stays fresh and fragrant	45	5
	Average		5
2.	Sequence of Service		
	Carry out the sequence of service according to the order	40	4.44
	Always apply the sequence of service at breakfast, lunch and a la carte dinner	39	4.33
	Average		4.39

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3.	Seat the Guest		
	Welcoming the guests by saying Good Morning/Afternoon/Evening	45	5
	Ask the meals coupons and room numbers to the guests	45	5
	Escorting the guests to the table	35	3.89
	Average		4.63
4.	Menu Presentation		
	Giving the guests menu by saying here is the menu, Sir/Madam	43	4.78
	Explaining the food and beverage menu along with the special menu	36	4
	Average		4.39
5.	Selling by Recommendation		
	Knowing all the menu being sell at the Outlet Restaurant	39	4.33
	Able to explain all the ingredient of the menu	34	3.78
	Recommending the special menu of each Outlet Restaurant	30	3.33
	Average		3.81
6.	Taking the Order		
	Ask the guest if they are ready to order the menu by saying: "May I take your order please?"	45	5
	Listening and writing all the guests order	45	5
	Carrying captain orderto the kitchen after taking order	42	4.67
	Average		4.89
7.	Repeat the guest's order		
	Ensure and re-read all the guests order	45	5
	Saying thank you after doing repeat order	45	5
	Average		5
8.	Carrying food and beverage		
	Carrying food and/or beverage tray with left hand	45	5
	Ensure that all menus ordered by guests have arrived at the guest table	42	4.67
	Average		4.83
9.	Serving food and beverage		
	Make and serve drink orders immediately after taking orders	42	4.67
	Provide service to female guests from the right first, then to male guests	37	4.11
	Mention the name of the menu when serving food and/or drinks	34	3.78
	Average		4.19
10.	Complaint Management		
	Shows courtesy and listens to all guest complaints, and does not argue with guests	45	5
	Immediately inform the supervisor or manager when there is a complaint from guest	45	5
	Averade		5

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11.	Sense of Urgency and Speed		
	Immediately make a welcome drink and bring it to guests who are checking in	42	4.67
	Immediately set up cutlery and water goblet after taking orders	43	4.78
	When the guest calls, immediately go to the guest table	45	5
	Listen carefully to guest requests and do it quickly but carefully and efficiently	45	5
	Average		4.86
12.	Customer Satisfaction		
	Always fulfill all the needs and expectations of guests in accordance with the wishes of guests	45	5
	Be friendly and warm to all guests	45	5
	Average		5
13.	Room Service Order		
	Pick up the guest phone no more than three phone rings	43	4.78
	Asking for guest's name and number	45	5
	Record all guest orders and make repeat orders	45	5
	Make sure all food is covered with a cover plate before delivering it to the guest room	45	5
	Average		4.94

Based on Table 5, it can be seen that from 13 standard operating procedures there are 2 standard operating procedures below average 4.20 with 7 points of statement with sore below 4.20 which means the employees have not implementing standard operating procedures properly, the food and beverage service employees need to improve more so the existing of standard operating procedures can be implemented properly because the maximum of implementation standard operating procedures will certainly improve the quality of service to guests.

The implementation of standard operating procedures food and beverage service in Infinity8 Bali hotel will be explain based on 5 dimensions according to Parasuraman in Tjiptono (2011: 198). They are tangibles, reliability, responsiveness, assurance, empathy. Based on table 5. Here are the discussions:

The first is reliability dimension, this relates to the company's ability to provide accurate service from the first time without making any mistakes and delivering its services by the agreed time. Standard operating procedures which are included in the reliability dimension are sequence of service, taking the order, repeat the guest’s order, dan carrying food and beverage. Based on the four standard operating procedures, the average value of each of which is sequence of service is 4.39, taking the order is 4.89, repeat the guest's order is 5.00, and carrying food and beverage is 4.83. This has been implemented to the maximum with an average value above 4.20.

The second is responsiveness dimension, this related to the ability and ability of employees to help customers and their requests, as well as information when services will be provided and then provide services quickly. Standard operating procedures which are included in the responsiveness dimension are seat the guest, dan sense of urgency and speed. Based on the two standard operating

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procedures, the average value of each of which is seat the guest is 4.63 and sense of urgency and speed is 4.86. Because of the average value are above 4.20, this means that responsiveness dimension has been well-implemented by the food and beverage service department.

The third is assurance dimension, the behavior of employees who can foster trust creates consumers towards the company and the company can create a sense of security for its consumers. Assurance also means that employees are always attentive and have the knowledge and skills required to deal with customer inquiries or concerns. Standard operating procedures which are included in the assurance dimension are menu presentiation and selling by recommendation. Based on the two standard operating procedures, the average value of each of which is menu presentation is 4.39 and selling by recommendation is 3.81.For menu presentation have been implemented maximum because the value is above 4.20 but fot selling by recommendation shows value below 4.20 which means the implementation is not maximum and need to improve more. This happened because of the most of the employees only gave the guest the menu of the restaurant without explaining the menu also the sense of the needs of explaining about the special menu of the restaurant. This is why assurance dimension need to be implemented more by the food and beverage service employees to improve the service quality.

The forth is emphaty dimension, the company understands the problems of its customers and acts in the interests of consumers, and gives personal attention to consumers, and has comfortable operating hours. Standard operating procedures which are included in the emphaty dimension are serving food and beverage, customer satisfaction, complaint management, and room service order. Based on the four standard operating procedures, the average value of each of which is serving food and beverage is 4.19, complaint management and customer satisfaction are 5.00 and room service order is 4.94. This means that emphaty dimension has been well-implemented by the food and beverage service department except for the serving food and beverage with value 4.19 and it is below 4.20 which means this standard operating procedures need to be implemented more by the food and beverage service employees to improve the service quality.

The last is tangible dimension, concerning the attractiveness of physical facilities, complete equipment/equipment, clean materials used by the company, and neat employees' appearance. Standard operating procedures which are included in the tangible dimension is personal hygiene and grooming. This standard operating procedures has value 5.00 which means this standard operating procedures has been implemented to the maximum.

Based on the overall results of the questionnaire regarding the implementation of standards operational procedures by food and beverage service employees based on results comparison of the average total value, it is concluded that some operational standards procedures that still lack implementation, namely selling by recommendation procedure with a value of 3.81 and serving food and beverage procedures with a value of 4.19.

A few points from the standard operating procedure has been implemented optimally, but there are still some points that need to be improved by employees such as escorting the guests to the table, explaining the food and

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beverage menu along with the special menu, knowing all the menu being sell at the Outlet Restaurant, able to explain all the ingredient of the menu, recommending the special menu of each Outlet Restaurant, provide service to female guests from the right first, then to male guests, mention the name of the menu when serving food and/or drinks. Those points has a low value below 4.20 which means it still needs to be improved by food and beverage service employees so that standard operating procedures there can be implemented to the maximum, because with maximum implementation of standard operating procedures will certainly improve quality service to guests.

The implementation of standard operating procedures is very important for food and beverage services because it greatly affects the process and quality of services that will be provided and received by guests. According to the results of interviews conducted with food and beverage assistant managers and food and beverage service supervisors, the management must do the following to improve food and beverage service based on standard operating procedures, namely:

a. Conduct training for food and beverage service employees

   Training helps improve the ability, knowledge, and skills of employees in doing their jobs. Training must carry out at least 4-6 hours a month for each employee. In addition to increasing the quantity of training, the quality of training must also be improved so the employees can be more enthusiastic and easily receive the training materials provided.

b. Improve and maintain the application of standard operating procedures

   The need to improve and maintain the application of standard operating procedures is the key to improve the quality of service that will be provided to guests. The existing operational standards and applying them on various occasions are needed.

c. Improve supervision and communication

   By conducting supervision, the management will find out which employees are lacking in the process of implementing the standard operating procedures, this also can help to find out which standard operating procedures are below standard in the implementation process. In addition to supervision, management needs to communicate with employees to find out the reasons why the standard operating procedures are still lacking in implementation. These will help management to take the right steps so that the implementation of standard operating procedures can be carried out optimally and can equalize all services that will be provided by employees to guests.

d. Conducting evaluation

   Evaluation needs to be done by food and beverage service managers and supervisors to find out whether all standard operating procedures have been implemented optimally or not. Evaluation can be done directly by looking at the performance of employees in providing services to guests or by providing individual tests when conducting training to determine the level of employee understanding of the standard operating procedures. With well-implemented standard operating procedures, this can help to provide a good quality service.

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CONCLUSION

Based on the result of data analysis it can be concluded that the implementation of standard operating procedures of service on Food and Beverage Service atInfinity8 Bali Hotel are well-implemented but some points of standard operating procedures need improvement in each service attribute because they do not implement it so well. From 13 standard operational service procedures owned by the food and beverage service department, there are still several standard operating procedures that are not implemented well, namely the standard operating procedure for selling by recommendation with a score of 3.81, standard operating procedures for serving food and beverage with a score of 4.19. There are also several points of the standard operating procedures with value below 4.20, such as escorting the guests to the table, explaining the food and beverage menu along with the special menu, able to explain all the ingredient of the menu, recommending the special menu of each Outlet Restaurant, provide service to female guests from the right first, then to male guests, mention the name of the menu when serving food and/or drinks. Which means the food and beverage service employees need to improve more about the importance of implementing standard operating procedures so it can help to improve the quality of service to the guests.

The lack of implementing standard operating procedures in Infinity8 Bali Hotel happened because of the lack number of employees and also they carried so many responsibility as food and beverage attendant. Food and beverage service department employees performance is a determinant of the good and bad image of a hotel. The efforts that can be done by the management in improving implementation of standard operating procedures of food and beverage service department are the management should always provide training on standard operating procedures to food and beverage service employees for the quality of service employees do not decreased; Improve and maintain the implementation of standard operating procedures; improved supervision and communication; conduct an evaluation so that the management and the employees can implementing standard operational procedures more.

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Author Guidelines

Article Title (Capital letters at the beginning of words, 16pt, centered)

(One blank 1,0 space line, 14 point font)

First Author[1], Second Author[2], Third Author, ... (10pt)
[1]Department, Faculty, University, City, Country (10pt)
[2]Research group, Institution, City, Country (10pt)
Email: [1]author@address.com, [2]author@address.com, ... (10pt)

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Received on Date Month Year	Revised on 7 October 2021	Accepted on 22 November 2021

(One blank 1,0 space line, 12 point font)

ABSTRACT **(10pt, Abstract, maximum of 300 words, must contain:)**
Purpose (10pt, bold): with simple words states the purpose of the research. There was no discussion, no story, only the purpose of the research.
Research methods (10pt, bold): give names, brands, types of tools, methods, software, reviews, and surveys that have been used to conduct the research. There is no discussion or explanation with 60 words maximum.
Results and discussion (10pt, bold): Write only the main results and discussion in a few words. There is no discussion or explanation.
Implication (10pt, bold): Write down in a few words the implications of the results of the research. The contents of the abstract are written using Arial fonts, 10pt, 1,0 spacing and in one column format.

(One blank 1,0 space line, 12 point font)

Keywords (10pt, bold): letters, journals, format [words written in lowercase except for abbreviations, in 3-6 words, separated by commas, Arial, 10pt. Use words or phrases that specifically describe the contents of the article, consider the ease of keywords when searching in search engines (for example, searches using Google), don't use unusual abbreviations.

(Two blank 1,0 space line, 12 point font)

INTRODUCTION [CHAPTER TITLE WRITTEN WITH CAPITAL, ARIAL, 12]

The following are instructions or writing procedures in International Journal of Aesthehtics, Creativity, and Art Management. The author/s is/are fully responsible for the contents of the manuscript written. The content of the manuscript is the original work of the author/s who has never been published in print or other online media. [Arial, 12, normal 1.0 (single) space]. Articles presented in English.

The format of the contents of the manuscript is divided into four parts, namely:

1) INTRODUCTION; contains background and objectives of the research based on problems and phenomena as well as their relationship with existing theories. Show the novelty of existing research.
2) RESEARCH METHODS; contains an explanation of the research approach undertaken, the focus of the research, respondents, the size and determination of the sample, how to collect data and how to analyze data.
3) RESULTS AND DISCUSSION; contains the results of the research and the discussion of the data found and the meaning and or implications of the research results (scientific impact).
4) CONCLUSION; contains research conclusions, implications of the research results, and suggestions for further research.

MANUSCRIPT FORMAT

Script Length [Title section: Arial, 12pt, Bold, Capital Letters at the Beginning of Words]

Manuscripts are written in A4 paper size with a number of pages is 10-15 pages, including tables and figures, and with reference to the writing procedures as they have been compiled in this writing or style guide.

Manuscript Organization

Every paragraph change without blank line spacing and start the paragraph with indented writing on the 7th space beat to start the first letter. The line spacing for scripts is single. Numbering headings with Arabic system with sub-headings up to a maximum of 3 levels.

Table

Tables must be numbered in the order of presentation (Table 1, Table 2, etc.). To show where the table is, use the number from the table. Don't use the words below, above, the following, etc. The title of the table is written on the table with centered position. Writing the table number is followed by a colon (:). Arial font size used is 10pt and the position of the writing in the middle (centered). Each table description is accompanied by a source or its reference marked with square brackets [...] at the opening and closing source.

(One blank 1,0 space line, 12 point font)

Table 1: Table Title (Arial, 10, spacing 1pt normal)

[Source: source writing starts and ends with square brackets]

(One blank single space line, 10 point font)

No.	Name of Respondent	Answers Questionnaire				
		a	b	c	d	abstein
1	Tourist A	Agree	Better	Less	...	... etc
2	Tourist B	Agree	Better	Less	...	... etc
3	Tourist C	Agree	Better	Less	...	... etc
...etc	...etc	...etc	... etc	... etc	... etc	... etc

(horizontal borders are only used at the start and end without vertical lines, each horizontal column uses gray and white alternately)

(One blank 1,0 space line, 12 point font)

Figure

Figure must be numbered in the order of presentation (Figure 1, Figure 2, etc.). The figure title is placed below the figure with the center position (centered). Writing the figure number is followed by a period (.) then the title of the figure. Arial font size used is 10pt, the position in the middle. Each description of the figure to be completed with the source or reference is marked with square brackets [...] on the opening and closing the source. Each table description comes with the source or reference, to indicate the location of the figure, use the number of the figure. Don't use the words below, above, the following, etc.



(One blank single space line, 10 point font)
Figure 1. Figure Title (Arial, 10, normal 1 space)
[Source: source writing starts and ends with square brackets]
(One blank 1,0 space line, 12 point font)

References

References are written in sequence and all that is listed in the bibliography must be referred to in writing or paper. Source citations in the manuscript are written in brackets, for example: (Sihombing, 2007: 27).

LAYOUT AND SPECIFICATIONS

Specification

The writing of the manuscript uses Arial typeface for the entire manuscript, with the letter size as exemplified in this writing guide. Spacing is single and the contents of the text or text using the left-right alignment (justified).

Page Size

The page size is A4 (210 mm x 297 mm). Page margins are 2.5 cm top and bottom. Specially for odd pages (or right side sheets in books) use a 3 cm margin and even pages (or left side sheets in a book) use a 3 cm margin, the rest follows the top-down margins.

Script Layout

An easy way to make layouts is to use this guide directly.

Headings

Leave a blank line between different chapters and between sub-chapters in the text.

CONCLUSION

This guide has explained how the manuscripts/articles must be written and prepared for publication in International Journal of Travel, Hospitality and Events. All incoming texts will go through a review process by International Journal of

Travel, Hospitality and Events Reviewers. Articles that have been accepted will be published by the journal at https://journal.polteksahid.ac.id/ijothe, which is published three times a year.

ACKNOWLEDGEMENT

Acknowledgement indicates sources of funding or help received in carrying out the research and/or preparing the manuscript if any.

REFERENCES [no numbers and capital letters, Arial, 12pt, 1.0 space]

Write a bibliography using the following conditions;

1) Use at least 15 references and at least 50% of them are online journal articles.
2) Use references in the last decade at least at 30% of the total reference.
2) Use **Mendeley** citation software in citing the referenced source.
3) Use the standard writing of a bibliography based on APA Style (7th edition) method described as follows:

(Reference from the book)

Author, Initial/Title/First name. (Year). *Book title*. Edition. Place of publication: Publisher.

Redman, P. (2006). *Good essay writing: a social sciences guide*. 3rd ed. London: Open University in assoc. with Sage.

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