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Applying Green Hotel to Enhance Service Quality of The Front Office Staff at Mercure Bali Legian

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ABSTRACT

Purpose: This study aims to analyze the application of green hotels to improve the service quality of front office staff at Mercure Bali Legian and to identify indicators that need to be improved and maintained in the service quality of front office staff at the hotel.

Research methods: The sample selection is 65 respondents and three ants, and the sampling is done by incidental sampling technique. A questionnaire is distributed to respondents. The analyticamethodue used in this research is descriptive qualitative analysis to determine the application of green hotels at Mercure Bali Legian and dynamic quantity analysis, namely imporimportance-performanceysis (IPA) yous, se d to classify service quality indicators that need to be improved and maintained into Cartesian diagram.

Results and discussion: The application of green hotels has been maximally implemented by the front office staff at Mercure Bali Legian. The results of this study indicate that two indicators need to be improved in the quality of service, namely the indicator of handling guest complaints quickly and well and the indicator of staff providing information abouassistancees with environmentally friendly actions that are easy for guests to understand.

Implication: There are five indicators that the front office staffs need to maintain the quality of service, namely the hotel lobby indicator is clean and smoke-free, supports the environmentally friendly concept during the check-in process by minimizing the use of paper, the staffs inform the hotel facilities including energy-saving facilities in the hotel, giving welcome drink using drinks from local products, and front office staffs providing information about the cashless program

Keywords: green hotel, front office, quality of service, importance-performance analysis.

INTRODUCTION

The hospitality industry is vital in supporting tourism by providing accommodation services and food and beverage activities that tourists can enjoy. Based on the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia No. 53/HM.001/MPEK/2013, the hotel business is a business of providing accommodation in the form of rooms in one building

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equipped with food and beverage services, entertainment activities and other facilities on a reguregularlyo make a profit.

One of the hotels in Bali is Mercure Bali Legian. This four-star hotel is on Jalan Legian No. 328, Legian Kelod, Badung, Bali. Mercure Bali Legian has several departments to support hotel operations so that they can compete with other hotels. These departments include, among others: the front office, housekeeping, food and beverage, human resources, accounting, sales & marketing, and engineering. According to Rosidah (2015), the front office is an information center for all guest activities ranging from payments, handling guest complaints, taking care of lost guest items, receiving and managing goods, and being the center of all information from outside and inside.

Hotel operations can endanger environmental sustainability and potential resources. The government, the green hotel, and the tourism industry are becoming increasingly aware of the need for more effective measures to protect the environment. According to Barber (2014), Green Hotel is an environmentally friendly hotel operation that performs with various practices, water, and energy, using ecologically friendly policies, reducing emissions and waste disposal, protecting the natural environment, and reducing hotel operating costs. According to Green Hotel Standard (LB/T007-2006) (2011) (Sugianto et al., 2017), There are six dimensions in the application of green hotels, namely: Green Design, energy management, environmental protection, reduced consumption, green products, and services, Socio-economic and Environmental Benefit.

The application of green hotels at Mercure Bali Legian can provide a positive value, especially in the quality of service in hotel operations. Service quality is a hotel management strategy in attracting visitors' attention and educating them about environmental friendliness to make visitors smarter in choosing hotels. According to Sudarso (2015), service quality is an advantage based on customer evaluation of the interactions that occur and can make consumers feel satisfied and happy with the services provided, according to Parasuraman, Zeithaml & Berry, quoted by Kusumarini (2021, there arefive5 dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangible.

The purpose of this study was to analyze the application of green hotels to improve service quality and to find out what services need to be improved by the front office at Mercure Bali Legian.

RESEARCH METHODS

This research was conducted in Mercure Bali Legian in the front office department for six months. The data types used in this study are quantitative and qualitative, with primary and secondary data sources. Data collection methods include questionnaires, observations, interviews, and literature studies. This study was measured using a 5-point Likert scale. The sampling technique uses incidrandomling, which is a sampling technique based on coincidence; anyonehooincidentally or incidentally meets a 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 (Sugiyono, 2016, p. 67). This study's respondents were 65, and three sources were used.

Questionnaire statements have been tested for validity with minimum

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requirements to be considered valid instrument items at a validity index of 5% or 0.05 (Indrawan. R, 2016: 123). The validity test results that showed l data meet the validity test requirements. At the same time, the reliability test of the decision-making criteria used is if the Cronbach Alpha coefficient when.6 when the statement or variable is declared reliable (Rai Utama, 2016). The results of the reliability test stated that all research variables were reliable. The data analysis used in this research is imessentialerformance analysis (IPA). All tests were carried out with measurements using IBM SPSS Statistics 25 for Windows

RESULTS AND DISCUSSION

Calculations and data analysis were carried out using SPSS statistics 26 for Windows. After using SPSS, the processed results will be obtained, which will later be explained to obtain a conclusion.

Application of Green Hotel to Improve the Quality of Front Office Staff

1. Respondent's Classifications
   a. Characteristics of Respondents Based on Regional Origin

      Based on the regional origin, all characteristics of respondents are from Indonesia and grouped by region, namely Bali, Bandung, Jakarta, Papua, Surabaya, and Yogyakarta. The details can be seen in Table 1.

Table 1. Characteristics of Respondents Based on Regional Origin

Origin	Total (Respondents)	Percentage (%)
Bali	14	21,5 %
Bandung	15	23,1 %
Jakarta	23	35,4 %
Papua	3	4,6 %
Surabaya	6	9,2 %
Yogyakarta	4	6,2 %
Total	65	100,0 %

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

In Table 1, guests who visited Mercure Bali Legian from Bali 14 people (21.5%), came from Bandung were 15 people (23.1%), who came from Jakarta were 23 people (35, 4%), who came from Papua people (4.6%), who came from Surabaya were 6sixpeople (9.2. Those from Yogyakarta were four perforce (6.2%). In Table 1, guests who visited Mercure Bali Legian mostly came from Jakarta, namely 23 people (35.4%).

   b. Characteristics of Respondents by Gender

      Based on gender, respondents were grouped into male and female (Table 2).

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Table 2**.** Characteristics of Respondents by Gender

Gender	Total (Respondents)	Percentage (%)
Male	31	47,7 %
Female	34	52,3 %
Total	65	100,0 %

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

Table 2 shows that the guests who visited Mercure Bali Legian were 31 men (47.7%) and 34 people (52.3%). Table 2 shows that most guests who visited Mercure Bali Legian were women, as many as 34 people (52.3%).

c. Characteristics of Respondents Based on Age

Based on age, the characteristics of the respondents in this study can be grouped into <20 years, 21-30 years, and 31-40 years. The details can be seen in Table 3.

Table 3**.** Characteristics of respondents based on age

Age	Total (Respondents)	Percentage (%)
<21	12	18,5 %
21 – 30	29	44,6 %
31 – 40	24	36,9 %
Total	65	100,0 %

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

In Table 3, guests who visited Mercure Bali Legian aged <20 years were 12 people (18.5%), aged 20-30 years were 29 people (44.6%), and aged 31-40 years. Were as many as 24 people (36.9%). Table 3 shows that the dominant guests who visited Mercure Bali Legian aged 21-30 years were 29 people (44.6%).

d. Characteristics of Respondents by Type of Work

The respondents were grouped based on the type of work: employees, students, entrepreneurs, and others. Details can be seen in Table 4.

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Table 4**.** Characteristics of Respondents by Type of Work

Type Of Work	Total (Respondents)	Percentage (%)
Employees	17	26,2 %
Students	31	47,7 %
Entrepreneurs	16	24,6 %
Others	1	1,5 %
Total	65	100,0 %

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

In Table 4, guests who visited Mercure Bali Legian who had jobs as employees were 17 people (26.2%), of which as stats people (47.7%) who had jobs as entrepreneurs were people (24.,6%), anyone one person (1.5%). In Table 4, guests who visited Mercure Bali Legian mainly were students, as many as 31 people (47.7%).

e. Characteristics of Respondents Based on Length of Stay

Based on the length of stay, the characteristics of the respondents can be grouped: 1 night, 2-4 nights, and 5-7 nights. Details can be seen in Table 5.

Table 5. Characteristics of Respondents Based on Length of Stay

Length stays	Jumlah (Respondent)	Percentage (%)
One night	22	33,8 %
2 - 4 nights	36	55,4 %
5 - 7 nights	7	10,8 %
Total	65	100,0 %

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

In Table 5, guests who visited Mercure Bali Legian stayed forone1 night people (33.8%), those who stayed for 2-4 nights 36 people (55.4%), and those who stayed for 5 – 7 nights, even seven psevenople (10.8%). In Table 5, guests who visited Mercure Bali Legian stayed the most for 2-4 nights, namely 36 people (55.4%).

f. Characteristics of Respondents Based on Purpose of Stay

The respondents' characteristics are grouped into business and leisure based on the stay's purpose. The details can be seen in Table 6.

Table 6**.** Characteristics of Respondents Based on Purpose of Stay

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Purpose Stay	Jumlah (Respondent)	Percentage (%)
Business	23	35,4 %
Vacation	42	64,6 %
Total	65	100,0 %

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

Table 6 shows that the guests who visited Mercure Bali Legian for business purposes were 23 (35.4%) and 42 (64.6%). In Table 6, guests who visited Mercure Bali Legian mostly stayed for vacation, with as many as 42 people (64.6%).

2. Validity Test

Based on the explanation of the validity test, the validity test was carried out by comparing the r table with the calculated r, with a significant level of 5% or 0.05. It is valid if the r count is greater than the r table. Researchers used 65 respondents; the r table used was 0.2441. The results of the validity test can be seen in Table 7.

Table 7. Importance and Performance Validity Test Results

Attribute	r table	Importance		Performance	
		Item Correlation Total	Description	Item Correlation Total	Description
XI	0,2441	0,529	Valid	0,484	Valid
X2	0,2441	0,551	Valid	0,509	Valid
X3	0,2441	0,473	Valid	0,526	Valid
X4	0,2441	0,356	Valid	0,432	Valid
X5	0,2441	0,522	Valid	0,547	Valid
X6	0,2441	0,525	Valid	0,466	Valid
X7	0,2441	0,498	Valid	0,481	Valid
X8	0,2441	0,515	Valid	0,515	Valid
X9	0,2441	0,496	Valid	0,589	Valid
X10	0,2441	0,492	Valid	0,488	Valid
X11	0,2441	0,482	Valid	0,433	Valid
X12	0,2441	0,484	Valid	0,557	Valid

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

In Table 7 and the results of the validity test above, all items in the questionnaire are declared valid because they have a correlation item value more significant than 0.2441. That is, all items on the importance and performance questionnaire regarding the service quality of the front office are declared valid so that they can be used in this study.

3. Reliability Test

After all questionnaire items are said to be valid, it is continued by

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conducting a reliability test regarding the importance and performance of guests; the reliability of the research instrument is assessed through Cronbach's alpha. If Cronbach's alpha is 0.60 or greater than 0.60, then the questionnaire can be said to be reliable. The results of the reliability test can be seen in Table 8.

Table 8**.** Reliability Test Results Importance and Performance

Attribute	Importance		Performance	
	Cronbach"s Alpha	Keterangan	*Cronbach"s Alpha*	Keterangan
XI	0,690	Reliable	0,715	Reliable
X2	0,685	Reliable	0,708	Reliable
X3	0,695	Reliable	0,707	Reliable
X4	0,715	Reliable	0,707	Reliable
X5	0.691	Reliable	0,720	Reliable
X6	0,696	Reliable	0,718	Reliable
X7	0,694	Reliable	0,712	Reliable
X8	0,694	Reliable	0,709	Reliable
X9	0,694	Reliable	0,697	Reliable
X10	0,694	Reliable	0,712	Reliable
X11	0,696	Reliable	0,722	Reliable
X12	0,701	Reliable	0,703	Reliable

[Source: Data Processing Results, SPSS 25 output for Windows, 2022]

In Table 8, all items in the questionnaire are declared variables because they have a coefficient or Cronbach's alpha of 0.60 or more than 0.60. That is, all items on the importance and performance regarding the quality of front office staff are declared reliable to be used in this study.

Application of Green Hotel to Improve the Quality of Front Office Staff

The application of green hotels to improve the service quality of the front office at Mercure Bali Legian can be described through the results of observations and interviews that have been conducted with informants consisting of the front office manager, duty manager, and one of the GSA staffs who work at Mercure Bali Legian. The results of this interview are also supported by the author's observations during fieldwork practice for six months at Mercure Bali Legian. The following explains the application of green hotels in improving the service quality of front office staff at Mercure Bali Legian.

1. Green Design

   Green design is where the hotel considers the surrounding environment in planning the design, efficiency, and effectiveness of using energy and resources. The forms of green hotel business that are applied in the front office are delivered directly from the results of interviews with Mrs. Wiranti as the front office manager, "Supporting the green hotel concept at Mercure Bali Legian can be seen in the hotel lobby where it uses natural light, provides windows in the corridor, and uses plants as greenery." (Interview,

April 14, 2022).

The interview results above show that Mercure Bali Legian supports the green hotel concept; the hotel lobby does not use air conditioning. It applies the semi-outdoor concept to the lobby. Lobby designs like this can reduce energy and help provide air circulation and natural lighting during the day into the room. In addition, the hotel lobby is an environmental area free from cigarette smoke, and there is a mini garden in the center of the lobby. Green plants can refresh the eye, give an excellent impression to the room, and add to the aesthetics of the room.

2. Energy management

Energy management is an activity to manage energy use efficiently, effectively, and rationally without reducing work comfort, aesthetics, safety, and productivity as building users. The forms of green hotel business that are applied in the front office are delivered directly from the results of interviews with Mrs. Wiranti, the front office manager, "We have made energy savings by reducing the use of lights and water and providing guidance to guests regarding this energy saving program" (interview, April 14, 2022).

Based on the interview results above, it is known that the front office staff has carried out business in supporting the green hotel concept by utilizing solar energy and water-saving technology. For example, by reducing the use of lights during the day and the water taps in the restroom already using the latest technology, automatic faucets using sensors. In addition, implementing the energy management program also invites guests to save water and electrical energy in the room by giving writings that remind guests to turn off water and electricity when not needed.

3. Environmental Protection

Environmental protection is one aspect of a green hotel that aims to protect the environment from damage and preserve natural resources. In the results of an interview with Mrs. Wiranti, front office staffs at Mercure Bali Legian regarding environmental protection, "In our room, we use environmentally friendly minibars that do not use much energy, and for products that use plastic, we replace them with other environmentally friendly materials." (Interview, April 14, 2022).

The implementation of environmental protection can be seen using tools and products that are environmentally friendly in hotel operations. A real example implemented is using a minibar designed to be environmentally friendly and energy-saving, as conveyed by Mrs. Wiranti, the front office manager. Another example is water bottles that still use plastic, now replaced by glass bottles that can be refilled. In addition, laundry bags are now using cloth laundry bags as a form of minimizing the use of plastic.

4. Reducing Consumption

Reducing consumption, namely reducing the use or purchase of materials that have the potential to become waste and reduce waste that can damage the environment. The business forms of reducing consumption at the front office are delivered directly from the results of interviews with Mrs. Wiranti, the front office manager, "We have reduced the use of paper or paperless to support the green hotel concept, especially in the check-in process" (interview, April 14, 2022).

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Based on the results of the interviews above, it is known that the form of business that the front office staff has carried out is by reducing the use of paper or paperless and, for example, using recycled paper during the check-in process and using barcode scans to make it easier for guests to access hotel information quickly and efficiently. This paper reduction indirectly reduces the accumulation of waste in hotels and can reduce hotel expenses or costs.

5. Green Products and Services

Green products and services are one of the aspects of the green hotel as an activity in hotel operations that aims not to cause negative impacts on human health and does not have the potential to damage the environment. The application of green products and services, namely by using environmentally friendly local products produced by the surrounding community. It is based on the results of interviews and observations while at the hotel; the application of green products and services carried out by the front office is to provide a welcome drink in the form of a color cancer to guests who have just checked in.

Loloh Cancer is a traditional Balinese drink made from cement leaves, cinnamon, betel leaves, young coconut, and palm sugar. The materials for making cancer are obtained from local traders. The purchasing party has collaborated with the local traders to supply the hotel's materials for making color cancer.

6. Socio-economic and Environmental Benefits

The socio-economic and environmental benefit is a program that trains hotel staff regarding green programs in hotel operations. Based on the results of an interview with Mrs. Wiranti, the front office manager, "We have a planet21 program as a training for all hotel staffs in implementing environmental awareness actions" (interview, April 14, 2022).

Implementing the green program at Mercure Bali Legian can be seen from the planet21 program, namely actions to save the environment by providing environmentally friendly facilities and donating to tree planting worldwide. The training provided to all hotel staff through the planet21 program includes water conservation, towel and linen reuse, waste reduction, recycling program, and food waste reduction program. The front office staff, as the department located at the front and as a source of information for guests, are expected to be able to implement the planet21 program and provide information to guests regarding environmental saving actions. The existence of the planet21 program can be an additional point and quality of service by educating visitors about being environmentally friendly and more competent in choosing hotels.

It is based on the results of interviews and observations. At the same time, at the hotel, it can be concluded that a green hotel is an environmentally friendly accommodation that applies the principle of sustainability to reduce adverse impacts on the environment and to protect the earth from environmental damage. The application of green hotels is one of the steps that can be taken to minimize environmental damage from the hotel building sector, whose growth is increasing from time to time. The implementation of green hotels to improve the service quality of front office staff at Mercure Bali

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Legian has been maximally implemented by front office staff with the planet21 program, including paperless, cashless, not changes towels in daily essentials, soap for hope, and other programs to support the green concept. Hotel.

The Aspects of Service that Need to be Increased

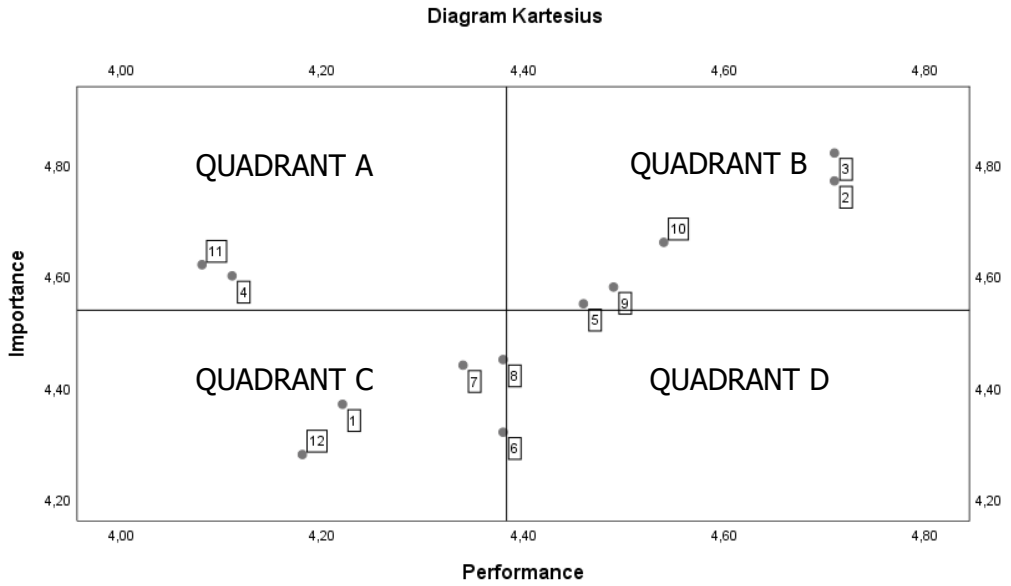


Figure 1. Cartesian Chart Importance Performance Analysis
[Source: *output* of SPSS 25 for Windows, 2022]

Importance performance analysis presented in a Cartesian diagram divided into four quadrants is used so that quality indicators contained in the most important categories and require high performance are the main priority in determining service strategies to meet tourist expectations and satisfaction, as can be seen in Figure 1. Quadrant I, the top priority, is located at the top left on the Cartesian diagram. In this quadrant, the front office staff at Mercure Bali Legian must improve two service quality indicators. Namely, indicators are handling guest complaints quickly and well, and the indicator of staff providing information about services with environmentally friendly actions that are easy for guests to understand. Quadrant II is defending achievement, which is located at the top right of the Cartesian diagram. Five indicators in this quadrant of the quality of service need to be maintained and its effectiveness. Namely, indicators that the hotel lobby is clean and smoke-free supports the environmentally friendly concept during the check-in process by minimizing the use of paper, the staff informing the hotel facilities, including energy-saving facilities in the hotel, giving welcome drink using drinks from local products, and front office staffs providing information about the cashless program. Quadrant III, a low priority, is in the bottom left of the Cartesian diagram. There are five indicators in this quadrant

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whose improvement must be considered because tourists are considered not too unique, namely indicators: Using environmentally friendly local plants and products as decoration in the lobby and rooms; The staff ensuring that energy-saving facilities are functioning correctly; providing service quickly and accurately, Educating guests about eco-friendly services such as reducing single-use items and using plastic, Using recycled paper at check-in as an effort to protect the environment. Quadrant IV is an exaggeration at the bottom right of the cartesian diagram. In this quadrant, there are no indicators.

Based on the Cartesian diagram above, it is known that the indicator that must be improved by the front office staff at Mercure Bali Legian indicators handling guest complaints quickly and well, and the indicator of staff providing information about services with environmentally friendly actions that are easy for guests to understand. Meanwhile, the indicators whose performance must be maintained by front office staff at Mercure Bali Legian indicators the hotel lobby is clean and smoke-free supports the environmentally friendly concept during the check-in process by minimizing the use of paper, the staffs inform the hotel facilities, including energy-saving facilities in the hotel, giving welcome drink using drinks from local products, and front office staffs providing information about the cashless program.

CONCLUSION

The application of green hotels in an effort to improve the service quality of front office at Mercure Bali Legian has been maximally implemented by front office in accordance with the dimensions of the green hotel, namely using the semi- outdoor and contains a mini garden in the lobby for the application of green design, saving water and saving electrical energy in the room by giving writings that remind guests to turn off water and electricity when not needed for the application of energy management, use of tools and products that are environmentally friendly in hotel operational activities such as environmentally friendly minibars for the application of Environmental protection, the existence of paperless, cashless, not changes towel in daily essential, soap for hope for the application of reduce consumption, the provision of welcome drinks in the form of traditional drinks, namely loloh cemcem for the application of green products and services, training provided to all hotel staffs through the planet21 program including: water conservation, reuse of towels and linen, waste reduction, recycling, and food waste reduction for the application of socio-economic and environmental benefits.

Based on the calculation results of the critical performance analysis, two indicators must be further improved on the services provided by the front office, namely handling guest complaints quickly and well and staff providing services with environmentally friendly actions that are easy for guests to understand. In addition, five green hotels need to be maintained: the lobby should be clean and smoke-free, support the environmentally friendly concept during check-in by minimizing the use of paper, and the staffs inform the hotel facilities, including energy-saving facilities. At the hotel, the front office provides welcome drinks using drinks from local products, providing information about the cashless.

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Implementation of Green Practice In Improving Service Quality at The Front Office Department at Mercure Bali Legian

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ABSTRACT

Purpose: This study aims to determine the application of green practice in improving the service quality of the front office department at Mercure Bali Legian.
Research methods: The data collection method was an observation, interviews, distributing questionnaires, and a literature study. The sampling technique was accidental sampling, with a total sample of 68 respondents and three informants. They collected data using online questionnaires distributed to respondents.
Results and discussion: The application of green practice in improving the service quality of the front office department at Mercure Bali Legian has been maximally implemented, starting from the application of green action, green food, and green donation.
Implication: The application of this green practice has a positive impact on improving the quality of service in the front office department, especially in helping work become more efficient and practical without using too many manual systems.

Keywords: Implementation, green practice, service quality, front office department, hotel.

INTRODUCTION

The development of the tourism sector has become a concern for many countries, including Indonesia. The story of this tourism sector needs to be supported by the availability of tourism facilities such as accommodation, transportation, travel agencies, restaurants, and other infrastructure facilities, making tourists feel more comfortable on vacation in Indonesia (Patriani et al., 2018).

Hotel is one part of the accommodation industry that is vital in supporting the tourism sector. It is a company engaged in tourist services, food and beverage services, and other facilities (Nuka et al., 2018). The number of hotels in Bali is known to be increasing, both non-star and five-star hotels. However, with the increasing number of hotel developments in Bali, it certainly impacts the surround-

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ing environment, both on a small and large scale. One of the impacts is the existence of global warming from physical development to the operational stage, which concernsrnconcernmenty, and tourism factors (Erlangga et al., 2017).

The issue of global warming also impacts tourist consumption patterns which have begun to make the parameters of environmentally friendly concepts and management one of the benchmarks in determining hotel accommodation facilities (Pramesti, 2019). In accordByept, the hotel's operational activities are encouraged to apply environmentally friendly concepts towards sustainability with various initiative actions such as reforestation programs, eco-resorts, energy efficiency, and building development, according to standards set by the government (Pramono, 2016).

Green Hotel is a hotel program that carries an aHotelironmentally friendly concept that is not only concerned with the results or sales turnover that will be obtained, but entrepreneurs can rethink how they can save the environment from the impact of the industry the business management Ma,ny many hotels in Bali and even Indonesia have participated in the green hotel. This can be seen from the large number of participants at the Green Hotel Award held by the Ministry of Tourism and Creative Economy every year (Erlangga et al., 2017).

Under the auspices of the Accor group hotel management, Mercure Bali Legian has an ongoing program called Planet21. This program is implemented in almost all Accor group hotel chains worldwide. The environmentally friendly concept in this program is in the form of saving water and energy, such as guests who can use their towels again per day, being able to finance the planting of one tree, the use of ecological cleaning products, waste reduction to eliminate restaurant menus that use endangered fish (Accor, 2019). Mercure Bali Legian Hotel was built in 2014 with a total of 321 rooms consisting of 6 types of rooms and other facilities. Mercure Bali Legian's management always strives to improve facilities and good service quality, one of which is in the front office department.

The front office department is one of the critical tanktant departments that reflects the quality of hotel service for guests who first enter Mercure Bali LegiaThe front office department is known as the first impression and last impression of the guest, which means that the guest's first impression of the quality of hotel service begins when the guest registers to check in as the last impression left when the guest checks out at the receptionist (Handayani et al., 2018), so it is necessary to improve the services quality of front office department to ensure guests are satisfied and have the intention to stay again.

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Figure 1. Front Office of Mercure Bali Legian
[Source: Dewi, 2023]

According to Parasuraman et al. (Suparno Saputra, 2019) s, service quality can be seen from the five existing dimensions, including:

1. Reliability, namely the ability to provide accurate and timely services,
2. Responsiveness, namely the ability related to the ability of employees to help customers responsively,
3. Assurance, namely the ability of employees to foster trust and provide a sense of security to guests,
4. Empathy, the ability of employees to understand customer problems,
5. Tangible evidence relates to the attractiveness of physical facilities, equipment, tools, materials used by the company, and the outward appearance of employees.

The role of the front office department in implementing environmentally friendly hotels is reflected in several green practices.

Tzschentke (in Irawan & Vianney, 2017) states that green practice has the meaning of a green action or movement that refers to efforts to protect the environment by suppressing the use of products that are not environmentally friendly. Meanwhile, Schubert (Leonardo et al., 2014) said that green practice has three dimensions, namely:

1. Green action, namely activities in a hotel operation that aim to protect the environment and the surrounding community.
2. Green food, namely activities that include sustainable food by using organic or local ingredients to support environmental sustainability in the future.
3. Green donation, namely the company's participation in community projects, providing financial assistance for environmental issues, and educating the public about the impact of damage caused by the company's operational activities.

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The application of green practice within the scope of the front office department can be seen in the use of recycled paper for registration forms and several hotel documents. As for the author's observations during training at the hotel, the application of green practices in the front office department has not been applied too much, especially in serving guests' needs I.n addition, the outbreak of the COVID-19 pandemic in Bali led to a reduction in staff and co. It costsels so that it directly or indirectly affects the quality of service guests receive. The rating of Mercure Bali Legian Hotel, among others, seems to have positive and negative reviews on the quality of service and hotel cleanliness w, leading to the application of environmentally friendly concepts.

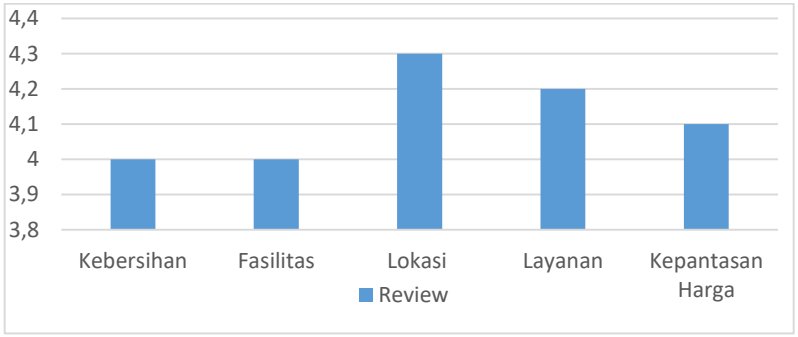


Figure 2. The rating of Mercure Bali Legian Hotel in tiket.com site
[Source: from several reviews on the tiket.com site]

Sourced from several reviews on the tiket.com site, there are guest complaints about the service of the Front Office staff not being good, the hotel looking a little dark, and the hotel lobbfeelingls hot because the hotel lobby uses an open room concept st it only utilizes natural air without using air conditioner (AC) which will have an impact on the environment. Various guest reviews about hotel services can be a reference for guests to determine the hotel for them to stay, and for the hotel, it can be feedback to improve the quality of their services.

Based on the background and problems above, the authors are interested in exploring and researching "Implementation of Green Practice in Improving Service Quality of Front Office Department at Mercure Bali Legian."

RESEARCH METHODS

This research was conducted for six months at Mercure Bali Legian by taking objects related to implementing green practices and practicing the service quality of the front office department at Mercure Bali Legian. The types and sources of data used are qualitative and quantitative data wi,th primary data collected directly from data sources and secondary data collected by other parties and not by the researchers themselves (Saifudin, 2018).

According to Sugiyono (2015:117), a population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by researchers to be studied, and then conclusions can be drawn. The population of this study is guests who stay at the Mercure Bali Legian Hotel. The sampling method used in this study is accidental sampling, which means that the sampling technique is based on chance; that is, anyone who happens to meet

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the researcher and is deemed able to provide information, then he or she can be used as a sample—data collects collected on guests who stay or have received front office department services and at Mercurli Legian. The sample used in this study was 68 respondents with a minimum sample determination calculated using the Malholtra formula, which implies the number of variable indicators by 4 (Indrawan & Yaniawati, 2016).



Figure 3. The process of collecting data
[Source: Dewi, 2023]

Data collection methods in this study were through observation, interviews, questionnaires, and literature study. The instrument test was conducted through validity and reliability tests. According to Ghozali (Noeraini, 2016), the validity test is used to measure whether or not a questionnaire is valid. The basis decision on the validity test is if an instrument has a high level of validity, namely r-count > r-table, then the instrument is said to be valid. After the validity test, then the reliability test is carried out. The reliability test in this study used Cronbach Alpha > 0.60. If the instrument in this study has a Cronbach Alpha > 0.60, it can be declared reliable or reliable to use (Haenady et al., 2016).

The data analysis technique used in this research is descriptive qualitative, and importance-performance analysis is used to determine whether all service quality characteristics are essential to be maintained or improved. Importance Performance Analysis aims to measure the relationship between consumer perceptions and priorities for improving the quality of products or services, known as quadrant analysis (Syukhri, 2018).

RESULTS AND DISCUSSION

The respondent’s identity was based on several characteristics, including respondent's identity based on gender, occupation, purpose of visit, and length of stay at the hotel.

Respondent data based on gender showed that the male respondents were 33 (48.5%), and women were 35 people. So it can be concluded that most of the

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guests staying at Mercure Bali Legian have a female gender of 35 people with a percentage (51.5%).

Table 1. Characteristics of Respondents Based on Gender

No.	Gender	Number of Respondent	Percentage (%)
1	Male	33	48.5%
2	Female	35	51.5%
	Total	68	100%

Respondent data based on occupation showed that the respondents who had jobs as employees were 28 people (41.2%), professions as students were 11 people (16.2%), and those who had jobs other than employees and students were 29 people (42.6%). So it can be concluded that most of the guests at Mercure Bali Legian have other jobs, as many as 29 people,e and have a percentage (42.6%).

Table 2. Characteristics of Respondents Based on Occupation

No.	Occupation	Number of Respondent	Percentage (%)
1	Employees	28	41.2%
2	Students	11	16.2%
3	Others	29	42.6%
	Total	68	100%

Respondents' data based on the purpose of visiting showed results, namely respondents who had the purpose of visiting for business as many as 16 people (23.5%), the purpose of visiting for vacation as many as 34 people (50.0%), and other purposes as many as 18 people (26.5%). So it can be concluded that most of the guests at Mercure Bali Legian have the purpose of visiting for a vacation with a total of 34 people and a percentage (50.0%).

Table 3. Characteristics of Respondents Based on the Purpose of Visiting

No.	Purpose of Visiting	Number of Respondent	Percentage (%)
1	Business	16	23.5%
2	Others	18	26.5%
3	Holiday	34	50.0%
	Total	68	100%

Respondents' data based on length of stay at the hotel shows the results, namely respondents who have stayed in the hotel for one day as many as 12 people (17.6%), length of stay in the hotel for two days as many as 20 people

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(29.4%), and length of stay in the hotel for more from two days as many as 36 people (52.9%). So it can be concluded that most of the guests who stay at Mercure Bali Legian have a length of stay at the hotel for more than two da, ys with a total of 36 guests (52.9%).

Table 4. Characteristics of Respondents Based on Length of Stay at the Hotel

No.	Length of Stay at the Hotel	Number of Respondent	Percentage (%)
1	> 2 Days	36	52.9%
2	1 Day	12	17.6%
3	2 Days	20	29.4%
	Total	68	100%

To ensure that all items from the questionnaire are valid and reliable, the following data were processed using SPSS 25.0 for Windows.

The validity test was carried out by comparing the value of the r-table with the r-count using a significance level of 0.05. The sample in this stwaswere 68 respondents, then the r-table value used was 0.2387. The following table is the result of the validity and reliability test.

Table 5. The results of the Validity Test of the Importance and Performance

Attributes	R	Importance		Performance	
		Total Items Correlation	Information	Total Items Correlation	Information
X1	0.2387	0.631	Valid	0.463	Valid
X2	0.2387	0.466	Valid	0.538	Valid
X3	0.2387	0.403	Valid	0.587	Valid
X4	0.2387	0.656	Valid	0.413	Valid
X5	0.2387	0.518	Valid	0.531	Valid
X6	0.2387	0.541	Valid	0.586	Valid
X7	0.2387	0.657	Valid	0.643	Valid
X8	0.2387	0.495	Valid	0.559	Valid
X9	0.2387	0.503	Valid	0.626	Valid
X10	0.2387	0.650	Valid	0.486	Valid
X11	0.2387	0.582	Valid	0.702	Valid
X12	0.2387	0.640	Valid	0.560	Valid
X13	0.2387	0.559	Valid	0.614	Valid
X14	0.2387	0.579	Valid	0.581	Valid
X15	0.2387	0.680	Valid	0.612	Valid
X16	0.2387	0.515	Valid	0.556	Valid
X17	0.2387	0.602	Valid	0.632	Valid

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Table 5 shows that all the values of each questionnaire item have a correlation value greater than 0.2387, so it can be concluded that all items in the questionnaire are declared valid to be used in this study.

After the validity test results on each questionnaire item are declared valid, the reliability test is carried out. The instrument value is reliable if it has a reliability coefficient or Cronbach's Alpha > 0.60.

Table 6. The result of the Importance of Reliability Statistics

Cronbach's Alpha	N of Items
0.868	17

Table 7. The result of the Performance Reliability Statistics

Cronbach's Alpha	N of Items
0.870	17

Table 6 and Table 7 show that all the variables of importance and performance have a Cronbach's alpha value > 0.60, so it can be concluded that the questionnaire on each variable is declared reliable to be used in this study.

Importance Performance Analysis is used to determine the green practice service indicators that need improvement and maintenance by the front office department at Mercure Bali Legian, which is presented in a Cartesian diagram consisting of four quadrants. Figure 1 shows the location of the 17 green practice service quality indicators at Mercure Bali Legian.

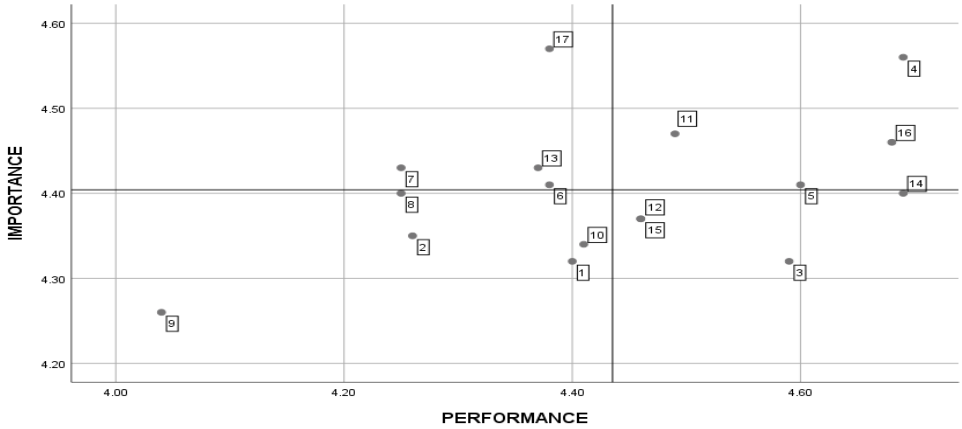


Figure 4. Result of Cartesian Diagram Importance Performance Analysis
[Source: Data processed 2022, Output SPSS 25.0 for Windows]

The position of these four quadrants is used as a strategy to improve service quality at the front office department at Mercure Bali Legian. The top left position, as quadrant I, is the main priority which consists of four indicators that need to be improved; the correct position, as quadrant II, has four indicators that need to be

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maintained its performance; the bottom left position, as quadrant III which is a low priority there are five indicators, and the proper bottom position as quadrant IV which is excessive consists of four indicators.

Implementation of Green Practice in Improving the Service Quality of Front Office Department

Implementation of green practices in improving the service quality of the front office department at Mercure Bali Legian can be described through the results of observations and interviews that have been conducted with three informants, namely: the front office manager, the duty manager, and one of the senior staff who has worked at Mercure Bali Legian for a long time. The following sentences explain the application of green practice in improving the service quality of the front office department at Mercure Bali Legian.

Green practice is a movement that cares about the environment by practicing environmentally friendly concepts through reducing products, goods, and non-environmentally friendly materials with a minor or significant impact on environmental damage. The front office department, located at the front of the hotel, is one of the sections that has started running a green practice in every service it provides to guests. An explanation of the application of green practice is explained through the application of the following three green practices.

1. Implementation of *green action*

   Green action is one of the green practices in hotel operations that aim to protect the environment and the surrounding community. The form of green action at the front office department which was conveyed directly from the results of an interview with Mrs. Wiranti as the front office manager, namely:

   "We are paperless, such as backups data from guest reservations, we attach them directly to the system." (Interview, April 14, 2022).

   Based on the interview results above, it is known that the form of business carried out by the front office department in supporting the implementation of green action starts from doing basic things such as reducing the use of paper or paperless. For example, backup data from guest reservations are added directly to the system without using a print-out of reservation correspondence like in previous years.



Figure 5. Paperless Action in Mercure Bali Legian
[Source: Dewi, 2023]

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This is in line with the results of an interview with Ms. Bulan, a guest service agent, who said that the application of green practice had been maximized at the front office department by helping to reduce paper use compared to previous years, the lobby area was ensured to be clean and the front office staff always reminded guests not to smoke in the lobby and rooms. The application of green action is also said to provide benefits in reducing the accumulation of waste in hotels and indirectly also help in reducing expenses, significantly when hotel revenues decline due to a decrease in occupancy rates during the COVID-19 outbreak in Bali.

Mr. Widana, the hotel's Duty Manager, also conveyed the following, who confirmed that paperless had been carried out at the front office department. This can be seen from the hotel brochure, which has been replaced by barcodes containing various general information and services provided by the hotel, thus minimizing paper, and guests can scan barcodes with a single access. The Front Office Staff are also aware that this makes it easier for staff to explain briefly to guests when checking in so that their work becomes more efficient, fast, and practical. In addition, plastic is no longer provided for guests; instead, the hotel provides laundry bags made of cloth in each guest room and at the reception counter.

Another thing that Mrs. Wiranti conveyed was about the feedback from guests regarding the implementation of green practices by the front office department, namely: "This paperless does not have the effect of complaints from guests, for example, when a guest asks for an invoice, we still give the guest the option to print or send it via email. ". (Interview, April 14, 2022).

Based on the interview, it is known that in terms of implementing paperless in hotels, there are almost no complaints from guests; Front Office Staff strongly recommends guests send invoices via email so that it can facilitate and speed up the checkout, avoiding losing invoices on the way at the same time guests can help reduce the use of paper in the hotel (paperless).

Furthermore, based on interviews and observations while at the Mercure Bali Legian hotel, they have implemented environmentally friendly concepts such as the application of energy saving on the use of air conditioning and lights in the lobby to guest rooms, providing a green area in the hotel where plants can be found from the lobby to several sections in thein the hotel and the establishment of non-smoking areas in the lobby and rooms to reduce air pollution.

2. Implementation of *green food*

Green food is one of the variables of green practice that covers sustainable food by using organic or local ingredients for food and beverages to support environmental sustainability. Based on the results of interviews and observations while at the hotel, the Front Office Staff provides services to guests who will check in by providing drinks as a welcoming drink at the hotel. The Front Office Staff prepares this welcome drink with the food and beverage department.

The preparation of this drink uses fresh ingredients and local organic ingredients free from processed chemicals that are not good for the body and the environment. In particular, for welcome drinks, a traditional Balinese drink

is usually provided as a color cancer, which contains a mixture of cement leaves, cinnamon, betel leaves, young coconut, and palm sugar. Currently, the welcome drink no longer uses disposable plastic cups instead of stainless steel cups and straws, which can be reused later. A welcome drink is said to provide additional points for the quality of service of the front office department at Mercure Bali Legian.

3. Implementation of *green donation*

The Planet21 program supports implementing green practices held at Mercure Bali Legian. This environmental saving program contains hotel care actions for the environment by providing environmentally friendly facilities to donate for tree planting. Based on the results of an interview with Mrs. Wiranti, the front office manager at Mercure Bali Legian, regarding the implementation of green donation at the hotel, she said: "Then for our rooms, we have a program from planet21, namely not change towels in daily basis, so the remaining costs for washing towels in the room. We donate it for tree planting, a program of the Accor Group". (Interview, April 14, 2022).

An example of implementing green donation in a hotel is not changing towels daily so guests can help save electricity and water at the hotel. In each guest room, a sign and laundry bag for guests to sort out the fabrics or towels they want to wash or not. The remaining costs from saving energy on washing towels or linens are used as donations from guests for the tree planting program. The tree planting activity was attended by several staff from various departments, one of which was staff from the front office department.

Based on the explanation above, the application of green practice in the front office department is known to have been implemented optimally. However, the implementation of green donation in the front office department is still only in the form of providing information for guests to donate to the environment, and its implementation is still within the scope of the room that leads to the room division. However, the front office staff also feel that this green practice provides benefits to the team in terms of managing work and providing services to be more efficient and practical, for example with this paperless everything can be replaced by using a computer system so that all files can be added directly and minimize the occurrence data loss that usually occurs when using paper.

Indicators of Green Practice Service that Need to be Improved and Maintained in Front Office Department Services

Based on the calculation of critical performance analysis, it is known that there are four indicators in quadrant I, four indicators in quadrant II, five indicators in quadrant III, and four indicators in quadrant IV. The position of these four quadrants can be used as a strategy for implementing green practices in improving the service quality of the front office department at Mercure Bali Legian. An explanation of the results of the critical performance analysis can be seen in the following quadrants:

1. Quadrant I – Focus here

The attributes contained in this quadrant represent essential things. However, the quality is low, so the variables included in this quadrant must

be improved and become the highest priority that needs to be done by the company. The result is:

a. Efficient check-in and check-out procedures by Front Office Staff (X6)
b. Front Office Staff's ability to perform the promised service on time (X7)
c. Provide accurate information about facilities and compliments by using the barcode (X13)
d. Front Office Staff can understand guest needs (X17)

2. Quadrant II – Keep up the good work

The attributes in this quadrant represent essential things and are of high quality. The variables included in this quadrant must be maintained. The result is:

a. Neatness and cleanliness of the front office department area (X4)
b. The lobby area is a nonsmoking area (X5)
c. Responsiveness of Front Office Staff in providing brief, precise, and clear information (X11)
d. Front Office Staff are always friendly and polite to guests (X16)

3. Quadrant III – Low priority

Attributes in this quadrant represent things that are less important and of low quality. The variables included in this quadrant can be reconsidered because their effect on the benefits felt by guests is minimal. The result is:

a. Completeness of facilities supports environmentally friendly aspects (X1)
b. The hotel lobby has natural lighting and ventilation (X2)
c. Fast and precise reservation service with a computerized system (X8)
d. Front Office Staff provide education about environmentally friendly services such as reducing plastic and single-use items (X9)
e. The accuracy of the Front Office Staff in handling guest requests by telephone or providing the hotel's WhatsApp number (X10)

4. Quadrant IV – Possible overkill

The attributes in this quadrant represent less essential and high-quality things. Management does not need to take further action on the indicators in this quadrant. The result is:

a. The hotel lobby has a semi-outdoor concept with green plants around the lobby (X3)
b. Front Office Staff ensure to prepare a fresh welcome drink with local ingredients (X12)
c. Front Office Staff communication is clear and understandable in English and Indonesian (X14)
d. Front Office Staff always give attention and service from a sincere heart individually (X15)

CONCLUSION

The application of green practices in improving the service quality of the front office department at Mercure Bali Legian has been maximally implemented, starting from applying green action, green food, and green donation. For example, in implementing the green action, there has been a reduction in the use of

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paper or paperless, the use of barcodes, saving energy, reducing the use of plastic waste, and smoking-free areas in the lobby and rooms. Then the implementation of green food starts with applying the use of local and organic ingredients for welcome drinks such as colon cancer, and the application of green donation is supported by the "not changes towel daily" program, which is a saving action aimed at donating funds for tree planting in Indonesia. Around. Applying this green practice, has a positive impact on improving the quality of service in the front office department, especially in helping work become more efficient and practical without using too many manual systems.

Based on the results of the calculation of importance-performance analysis, four indicators of green practice services must be improved, namely: check-in and check-out procedures by efficient Front Office Staff (X6), Front Office Staff's ability to perform promised services on time (X7), providing information accurate about facilities and compliments using barcodes (X13), and Front Office Staff can understand guest needs (X17). In addition, four green practice service indicators need to be maintained, namely: the neatness and cleanliness of the front office department area (X4), the lobby area is a smoking-free area (X5), the responsiveness of the Front Office Staff in providing brief, precise, and accurate information. Clear (X11), and the Front Office Staff is always friendly and polite to guests (X16).

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Flash Sale Promotion to Increase Room Occupancy and Room Revenue at The Royal Beach Seminyak Bali

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ABSTRACT

Purpose: This research aimed to describe the implementation of flash sale promotions and the contribution of flash sales to room occupancy and room revenue at The Royal Beach Seminyak Bali (TRBS).

Research methods: The research uses interviews, observation, and documentation studies on the number of room nights per month data and room revenue from flash sales data for the last three years. The data analysis technique used is descriptive statistics processed with Microsoft Excel 2013.

Results and discussion: Form of the implementation of the flash sale starts with a communication plan in the form of promotions that are carried out using several platforms such as websites, mobile applications, and social media. During the execution of the flash sale, the discounted price is adjusted to the guest who is an AccorHotels member and not an AccorHotels member.

Implication: Implementing the flash sale promotion was quite helpful in increasing room occupancy and room revenue by contributing the third largest reservation with an average donation of 20% for room occupancy and 18% for room revenue over the last three years.

Keywords: hotel, flash sale promotion, room occupancy, room revenue.

INTRODUCTION

Information and communications technology (ICT) developments and the internet have changed how business operates in several industries. One of the industries affected by the ITC development and the Internet is the tourism industry because of its information density (Ozturk et al., 2016). The presence of the Internet as a marketing aid is crucial to the success of marketing lodging services in the current technological era (Darma, 2019). Today's increasingly technology-savvy hotel guests travel with various technologies such as smart watches, mobile phones, tablets, and laptops, and they use them to pre-check into their hotel rooms, browse the internet, work, and, most importantly, purchase hotel products, services, and amenities during their stays (Gaffney, 2014). Responding to this behavior, the hotel industry has invested in information technology. In particular, many hotels have integrated the Internet into their commercial functions and distribution channels, which has developed an

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electronic trading platform (e-commerce) because it increases competitiveness in global markets (Law & Cobanoglu, 2014).

E-commerce (electronic commerce) is a system built for media promotion to introduce goods or services to pro-services customers through an electronic system (Handika et al., 2018). At the same time, the hotel is a company that provides guests with rooms, food, drinks, and other facilities (Cahyani, 2020; Dewi, 2020; Putra, 2020; Artini, 2020; Dewi, 2019).

Most wheels have seen the opportunities provided by e-commerce and started with their website, which rates a series of appropriate business processes to persuade guests to visit their website to find and book lodging at a hotel (Toh & DeKay, 2011). However, the impact of all this is increased business competition, which is only between local businesspeople. The increase of players in the e-commerce world has led to new marketing and innovations in hotel products themselves, selves such as offering types of promotions and being more inclined to offer the best price prices such as hot days, value deals, flash deals sales, to free fee cancellations (Aryawan & Ridwan, 2017).

One of the hotels in the Seminyak-Bali area that implements e-commerce is The Royal Beach Seminyak Bali-MGallery Collection. The hotel carries out e-commerce business-to-consumer (B2C) marketing activities by offering the best price by holding a flash sale. Flash sales as electronic distribution channels used for time-limited heavy discounts for the advance purchase of products or services. They are also referred to as sometimes “Daily Deals or Deal of the Day” (Lee & Lee, 2021).

The most important thing about holding lash sales online distribution channels is to run massive customer databases to comprehensively access prospective hotel customers. Comprehensive evenness s it possible to promote and realize sales more likely, especially in low-season people with less potential for loss of income (Berezina & Semrad, 2016). International hotel chains hold flash sales for several reasons that help hotels in branding, customer acquisition, occupancy, revenue, profits, and desperation (Piccoli & Dev, 2012). The flash sale strategy is carried out because the target of room occupancy and room revenue in The Royal Beach Seminyak Bali in 2017-2019 cannot be achieved.

Based on the above explanation, the authors are interested in how the application of the flash sale promotion increases room occupancy and room revenue at The Royal Beach Seminyak Bali-MGallery Collection. The purpose of the research is divided into two: to apply for the flash sale promotion at The Royal Beach Seminyak Bali and to find out the contribution of the application of flash sale in increasing room occupancy and room revenue at The Royal Beach Seminyak Bali.

RESEARCH METHODS

The data collection methods used in this study are interviews, observation, and documentation. According to (Sugiyono, 2016,) an interview is a data collection method if the researcher will conduct a preliminary study to find problems that must be examined. Also, the researcher wants to know the things the respondents in more depth. Interview in this research by making questions related to this research that tested the Sales Executive of the Sales and

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Marketing Department at The Royal Beach Seminyak by asking how the application of the flash sale promotion at The Royal Beach Seminyak.

According to (Sugiyono, 2016), observation is a data collection used to collect research data through observation and sensing as its primary tool. In this study, observations were made directly on the flash process applied by the hotel. The researchers took notes, conducted an analysis, and, after that, concluded the research that had been done.

In a documentation study, according to Satori and Komariah (2014), researchers can obtain information not from people as sources. However, they obtain information from various written sources or documents available to informants through cultural relics and thought works. This study's documentation studies include the organizational structure, general description of the hotel, data room night flash sale, other data room nights than a flash sale, room revenue flash sale, and other room revenue than a flash sale.

This research has three variables: flash sales, room occupancy, and room revenue. The flash sale, or a daily deal, is part of a sales promotion that gives customers special offers or discounts for specific products for a limited time (Zakiyyah, 2018). In this research, a flash sale is a reservation sourced from sale promotions through e-commerce business to consumer (B2C), which is done by giving special discounts and is only valid for a short time and a limited quantity.

According to Sugiarto (2004), room occupancy is a condition in which extent the number of rooms sold is compared to the total number of rooms that can be sold. In this study, room occupancy is a percentage of the number of rooms sold in a hotel compared to the number of available rooms. The data used are the number of room nights sold at the hotel and the number of rooms that can be sold to guests every month for 36 months, counting from January 2017 to December 2019.

According to (Aneswari et al., 2013), room revenue is the revenue earned by the hotel from the sale of available rooms at the hotel. Room revenue benchmarks in this study are room or room revenue in Rupiah (Rp) units generated from flash sales and room revenue obtained by hotels outside of flash sales every month for 36 months from January 2017 to December 2019.

The data analysis technique used in this study is descriptive statistics and processed using Microsoft Excel 2013. Descriptive statistics are statistics that function to analyze data by describing data collected as it is without intending to make conclusions that apply to the public or generalizations (Sugiyono, 2019). Descriptive statistics will present data with regular tables and frequency distribution, line and bar graphs, pie charts, pictograms, and group explanations through mode, median, mean, and group variations through standard ranges and deviations (Sugiyono, 2019). In descriptive statistical analysis, there is a qualitative analysis in it.

The qualitative analysis includes data reduction, presentation, and inference (Sugiyono, 2016). Data reduction is summarizing, choosing the main points, and focusing on the essential things (Sugiyono, 2019). Second is the data presentation stage, describing information obtained through observation, interviews, and documentation. The third step of qualitative analysis is concluding. This analysis is used to answer the description of the implementation of the flash sale conducted by the hotel.

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RESULTS AND DISCUSSION

The operational implementation of the flash sale promotion at The Royal Beach Seminyak Bali can be described as follows: communication plan, booking period, and special offer.

Communication Plan

Two types of promotional time are used in promoting flash sales: the private and public periods. A Private period is a promotion conducted earlier. It is privately aimed at Accor Plus members and Accor Le-Club members and is usually sent via guest e-mail registered as an Accor member. In contrast, the public period is a promotion intended for non-Accor members or generally accepted and carried out after the promotion of the private period ends. At the time of the promotion, guests can book rooms according to the media chosen by guests and will be processed by the reservation. The media used by The Royal Beach Seminyak in promoting flash sales include websites, mobile applications, and social media. This is in line with Kannan's research (in 2016), which proves that social media activities and flash sale promotions can boost sales figures after product launches.

Booking Period

Room bookings at the time of the flash sale promotion are valid for a limited time. In line with the opinion (Sujata & Menachem, 2017), Flash sale is offered on online platforms with discounts and for a limited period. The time limit for booking a room at The Royal Beach Seminyak is 18 days, the same as when the flash sale promotion occurs. Guests who are Accor Plus and Le-Club Accor members get the chance seven days early to book a room. This is because the hotel sends a privacy email regarding the flash sale promotion to every Accor member guest, while non-members only get a time limit of 11 days.

Special Offer

Flash sale at The Royal Beach Seminyak Bali is a special offer or promotion in booking a room with a predetermined time limit, so guests who book a room during the flash sale promotion will get an additional discount of up to 40%. This aligns with the opinion expressed by Zakiyyah (2018), which states that flash sales, or daily deals, are part of sales promotions that give customers special offers or discounts for specific products for a limited time.

Table 1. Type of Flash Sale at The Royal Beach Seminyak in 2019

		Direct		Indirect
Target	Accor+	LCAH Members	Public (not logged in/subscribers)	
Discount	40% OFF RA1 + Free Breakfast	30% OFF RA1 + Free Breakfast	30% OFF RA1	30% OFF RA1

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Order line	Available on the offer page & booking path	Available on the offer page & booking path	Available on the booking path only	Available on OTAs

[Source: Revenue Department of TRBS, 2020]

Based on Table 1, the flash sale targeted for Accor Plus members gets a 40% discount from the RA1 price package, which includes breakfast for two guests staying. In comparison, for Le-Club AccorHotels members get a 30% discount using the same price package as Accor Plus members who are rooms including breakfast every day for up to 2 guests staying, and flash sale for public or non-member members get a 30% discount from RA1 using room only rates excluding breakfast. Accor Plus members get the most significant discount because this member pays and gets several benefits, such as free stay vouchers, breakfast vouchers, room upgrade vouchers, and birthday cake vouchers. Le-Club AccorHotels members get the same discount as the public because Le-Club AccorHotels members are not paid members and will get other benefits, such as bonus reward points for stays at all Accor Hotels worldwide.

To find out how much the contribution made by flash sales in increasing room occupancy and room revenue can be seen in the following descriptive statistics table (Table 2).

Table 2. Descriptive Statistic Results

	Room Night *Flash Sale*	Room Revenue *Flash Sale*
Maximum	1051	1,954,356,175
Minimum	406	835,772,309
Mean	741	1,347,847,254
Std.Deviation	138	245,981,494

[Source: Ms. Excel 2013, data processed]

Based on Table 2, the highest contribution made by flash sales was 1051 room nights, while the lowest contribution was 406 room nights. The flash sale gave an average contribution of 741 room nights in January 2017-December 2019 with a standard deviation of 138 room nights; this can be interpreted that the average monthly flash sale provides an average contribution to room occupancy ranging from 603 room nights to 879 room nights. Meanwhile, the highest contribution is given by flash sales to room revenue of 1,954,356,175 and the lowest contribution of 835,772,309. Flash sales gave an average contribution of 1,347,847,254 in the last three years with a standard deviation of 245,981,494; this can be interpreted that the average monthly flash sale gave an average contribution to room revenue ranging from 1,101,865,760 to 1,593,828,748.

In addition to comparing room night and room sold to find out the amount of contribution made by flash sales to room occupancy and room revenue, the writer also groups categories based on interval data from room night generated

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by flash sales for 36 months in the 2017-2019 period in distribution frequency using the Sturges formula.

Table 3. Percentage of Class Frequency Distribution Category Based on Room Night

Category	Frequency	Percentage
Very good (927-1056)	4	11.11%
Good (796-926)	6	16.67%
Sufficient (666-795)	17	47.22%
Less (536-665)	7	19.44%
Very less (406-535)	2	5.56%
Total	36	100.00%

[Source: Ms. Excel 2013, data processed]

Based on Table 3, flash sales contribute sufficiently to the room occupancy with the most frequency, which is 17 and the percentage 47,22%. In addition, a grouping of class categories is based on data from room revenue generated through flash sales, as in the following table (Table 4).

Table 4. Percentage of Class Frequency Distribution Category Based on Room Revenue

Category	Frequency	Percentage
Very good (1,730,639,405-1,954,356,178)	1	2.78%
Good (1,506,922,631-1,730,639,404)	6	16.67%
Sufficient (1,283,205,857-1,506,922,630)	16	44.44%
Less (1,059,489,083-1,283,205,856)	8	22.22%
Very less (835,772,309-1,059,489,082)	5	13.89%
Total	36	100.00%

[Source: Ms. Excel 2013, data processed]

Based on Table 4, flash sales contribute sufficiently to the room revenue with the most frequency, 16, and the percentage 44,44%. Flash sales fall into this good category in the frequency distribution table based on room night and room revenue because flash sale promotions are prioritized when the demand season is low. In line with statements made by Berezina and Semrad (2016), flash sales may present a valuable channel to address the problem of unsold inventory during low demand.

The following compares room night and room revenue generated through flash sale promotions at The Royal Beach Seminyak Bali.

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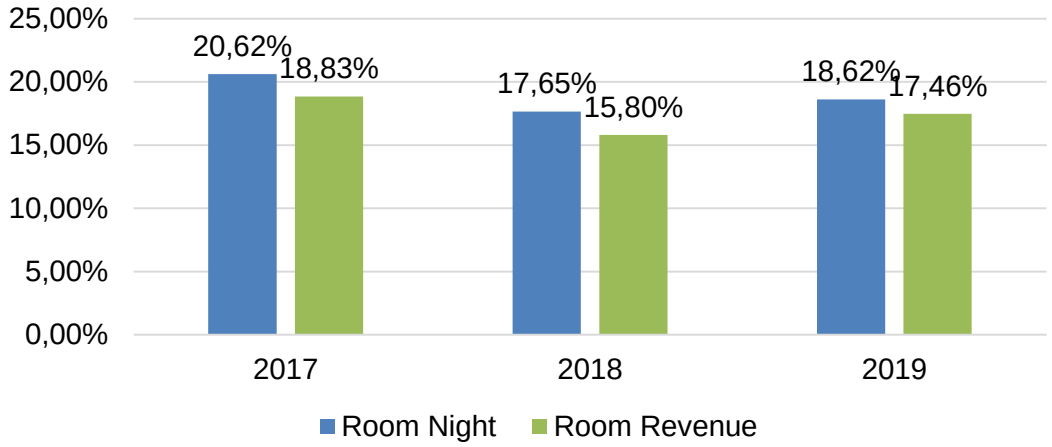


Figure 1. Comparison between Room Night and Room Revenue 2017-2019
[Source: Revenue Department TRBS 2019, data processed]

Diagram 1 compares room night and room revenue generated by the flash sale promotion at The Royal Beach Seminyak Bali for the last three years. These results show that the room revenue generated through the flash sale is always lower than the room night generated. That is because the price of rooms sold through flash sale promotions gets discounts or discounts ranging from 30% to 40%, so the room revenue generated through this sale is lower than room night.

The following is a picture of a comparison bar diagram of reservations that enter through the flash sale with other reservation sources in increasing room occupancy and room revenue.

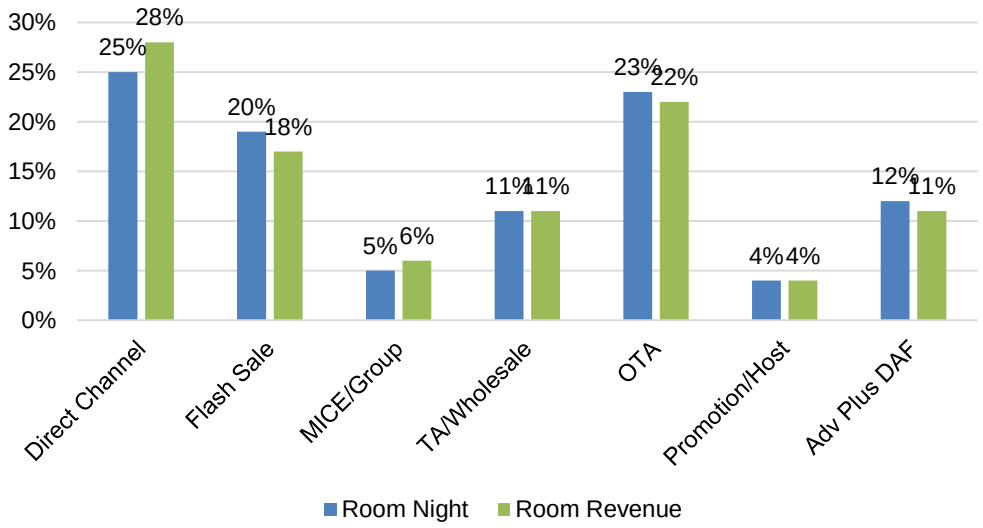


Figure 2. Comparison of Contribution of Flash Sale with Other Reservation Resources for 2017-2019
[Source: Revenue Department TRBS 2019, data processed]

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Diagram 2 shows that the average contribution from the flash sale promotion is the third highest, with an average contribution for room occupancy of 20% and room revenue of 18% in 2017-2019. The highest contribution came from the direct channel, with a contribution for room occupancy of 25% and room revenue of 28%. At the same time, the second-highest contribution came from OTA (online travel agent), with 23% for room occupancy and 22% for room revenue. Flash sales can make a significant contribution because this promotion has a time limit, which puts pressure on guests to decide to book a room as soon as possible before the promotion is finished. Combining special discounts and limited booking time can stimulate guests to book a room. The increased contribution of flash sales also occurred due to the efforts of the Sales & Marketing Department by promoting flash sales to attract all customers to book rooms at The Royal Beach Seminyak.

CONCLUSION

The flash sale implementation starts with a communication plan in the form of promotions that are carried out using several platforms, such as websites, mobile applications, and social media. Promotion is carried out in two stages: a private period for AccorHotels members and a public period for non-member guests. Furthermore, guests who wish to book a room during the flash sale promotion, booking periods during the flash sale are only given a time limit of 18 days with a special offer, a stay package, and various benefits offered at special discounts according to AccorHotels membership status.

Flash sale promotion at The Royal Beach Seminyak has contributed quite well in helping realize the hotel sales target for 2017-2019. Reservation entered through flash sales ranks third by giving 20.62% of total room occupancy and 18.83% of total room revenue in 2017, and in 2018 flash sales contributed 17.65% of total room occupancy and 15.80% of total room revenue. While in 2019, flash sales contributed 18.62% of total room occupancy and 17.46% of total room revenue.

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Implementation of green purchasing to support a The sustainable environment at Discovery Kartika Plaza Hotel

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ABSTRACT

Purpose: This research aims to discover the application of green purchasing in Discovery Kartika Plaza Hotel to support a sustainable environment.

Research methods: This study uses a qualitative descriptive method through data reduction, data presentation, and conclusions and verification. The observation technique is used in collecting data, supported by interviews and document study.

Results and discussion: The green purchasing program has been implemented correctly and by applicable rules and positively impacts the environment. Discovery Kartika Plaza Hotel will implement green purchasing; it will positively impact the surrounding environment and support a sustainable environment.

Implication: Therefore, with the implementation of green purchasing, the environment around Discovery Kartika Plaza Hotel will be preserved and support a sustainable environment to meet the needs of living things in future generations. This research contributes to the science of green purchasing.

Keywords: hotel, green purchasing, sustainable environment.

INTRODUCTION

The Covid-19 pandemic has become a driving force in changing the order of life in a more frontal way (Fitriandari & Winata, 2021), where a more expansive space is needed for activities which automatically, a healthy environment will become a top priority for living beings, especially humans. Environmental health is the responsibility of all elements of society, with efforts to keep the environment sustainable (Effendi et al., 2018). A sustainable environment is one of the three pillars of sustainable development (Fitriandari & Winata, 2021).

According to the World Commission for a Sustainable Environment (WCED), the definition of sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs (Huang & Rust, 2012). This arises because there is a need for more natural resources to meet the needs of living things in the future. In increasingly critical

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environmental conditions, there is awareness in the community about environmental sustainability (Laksmi & Wardana, 2015). A consumer point of view in going green with policymakers, marketing specialists, and business strategists can bring reabringgefundamental the world (Raghavendran et al., 2012). This awareness is one of the driving factors in implementing environmentally friendly practices.

An implementation is practicing a theory or method and other things to achieve specific goals (Firdaus & Hakim, 2013). In implementing a program to achieve the goal, standard procedures must be applied. SOP is a more precise and detailed document to describe the methods used in implementing and implementing the policies and activities of an organization (Aryadi & Wahyuni, 2019). Implementation by applicable SOP will have an impact. The impact is a continuous process of internal control implementation (Tampi, 2016). There are two types of impacts the positive impact and the negative impact (Tampi, 2016). This awareness is one of the driving factors for environmentally friendly initiatives in supply chain practpray cemented in green purchasing programs.

The manufacturing industry usually implements green purchasing because construction activities, which include acquiring and transporting building materials, emit large amounts of harmful gases, producing large quantities of greenhouse gases, as shown in the study (Ezani et al., 2018). However, over time the hospitality industry has also implemented green purchasing. Specifically, green purchasing is implemented by the Accounting Department in the purchasing section. Purchasing is one of the tessentessentialistnctions to the successful operation of a company (Cahyo & Solikhin, 2015). Purchasing is a place or center for the implementinimplementing chasing of all types of goods for hotel operations,ons so the purchasing department is often said to be the purchasing center for the company or hotel concerned (Robin & Sutjahjo, 2018). Purchasing is procuring the correct requirements at the time needed at the lowest possible cost from a reliable source (Toma et al., 2021). Purchasing principles are the right price, quality, time, ristarturce, tcorrectghcorrectethcorrect tube, the formal contract, material, proper suitable transportation, and the right place of delivery (Wicaksono et al., 2016).

Green purchasing is the process of purchasing environmentally conscious products and services to meet the company's environmental goals. It is a purchasing activity that considers environmental factors (Pramesti et al., 2020), the practice of applying environmental criteria to the selection of products or services to be purchased (Jayanti et al., 2013), an organization's preference to buy products from environmentally conscious suppliers and also its efforts to ensure that the products purchased have ecologically friendly attributes (Ramakrishnan et al., 2015). Its features are pro that ducts and services that s must be able to save energy and water, minimize waste generation, and be pollutant-release recyclable (Dubey et al., 2013). According to the Institute for Supply Management, Green purchasing involves supply management decisions, saving cost, reuse, and environmentally friendly practices to enhance its reputation and image for market expansion (Foo et al., 2019). According to the International Green Purchasing Network, green purchasing is purchasing any product or service that produces minimum environmental impact and uses comparable prices to demonstrate so-

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cial responsibility and ethics (Chin et al., 2015). Companies that can take advantage of green purchasing will have lower costs, higher quality, and concern for environmental aspects, and product quality will have a competitive advantage in their market (Chin et al., 2020).

There are two dimensions of green purchasing, including supplier selection and the 3Rs in the procurement process. These two dimensions are formulated into fourteen measurement items from green purchasing practices (Pramesti et al., 2020). The first dimension is Supplier Selection with eleven indicators, namely Eco-labeling of products, Cooperation with suppliers for environmentally-friendly purposes, Selecting suppliers using environmental criteria, Supplier internal management audits, Second stage evaluation for suppliers who implement environmentally friendly practices, Requiring suppliers to use environmentally friendly packaging, Supplier's ISO 14000 certification, Purchasing products only from green partners that meet the standards, The supplier's ecologically friendly research and development capability, Implementing a Health, Safety, and Environment (HSE) System, and Assessment based on a quality management system. The second dimension is the 3Rs in Procurement Process with three indicators: reduce, reuse, and recycle.

One hospitality industry that implements green purchasing is the Discovery Kartika Plaza Hotel. Discovery Kartika Plaza Hotel is a five-star hotel in the Kuta area, Bali. Located at the Discovery Kartika Plaza Hotel, which is located at Jalan Kartika Plaza, South Kuta District, Badung Regency, Bali, this hotel is committed to running a green hotel, one of which is implementing green purchasing. This research aims to find out the application of green purchasing at the hotel to support a sustainable environment.

Several studies discuss the issue of green purchasing and a sustainable environment, but they need to discuss what happened at the Discovery Kartika Plaza Hotel.

RESEARCH METHODS

Discovery Kartika Plaza Hotel is one of the five-star hotels in the Kuta area. This research was conducted for six months, from March to July 2022. The object of this research is the application of green purchasing to support a sustainable environment at Discovery Kartika Plaza Hotel. The variable used in this study is green purchasing, measured based on supplier selections and the 3Rs in the procurement process.

Supplier selection is where the company identifies, evaluates, and contracts with suppliers. Measurement items or measurements used in this dimension are Eco-labeling of products, Cooperation with suppliers for environmentally-friendly purposes, Selecting suppliers using environmental criteria, Supplier internal management audits, Second stage evaluation for suppliers who implement environmentally friendly practices, Requiring suppliers to use environmentally friendly packaging (degradable and harmless), Supplier's ISO 14000 certification, Purchase of products only from "green partners" that meet the standards, The ability of supplier's environmentally friendly research and development, Implementing a Health, Safety, and Environment (HSE) System, Assessment based on the system quality management. 3R in the Procurement Process covers activities to minimize plastic and paper materials during purchasing or procurement.

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The 3R concept is one of the sustainability concepts. Measurement items or measurements used in this dimension are reduced, reused, and recycled.

The types of data used in this research are qualitative and quantitative data (Riyanto & Hatmawan, 2020). Qualitative data in this study are interviews with purchasing staff and other supporting data, and quantitative data is the number of employees, the number of rooms, and other data related to this research. The data sources used in this study are primary and secondary (Riyanto & Hatmawan, 2020). The preliminary data in this study is the result of interviews conducted with the purchasing staff, while the secondary data in this study were letters, brochures, soft copies, and journals.

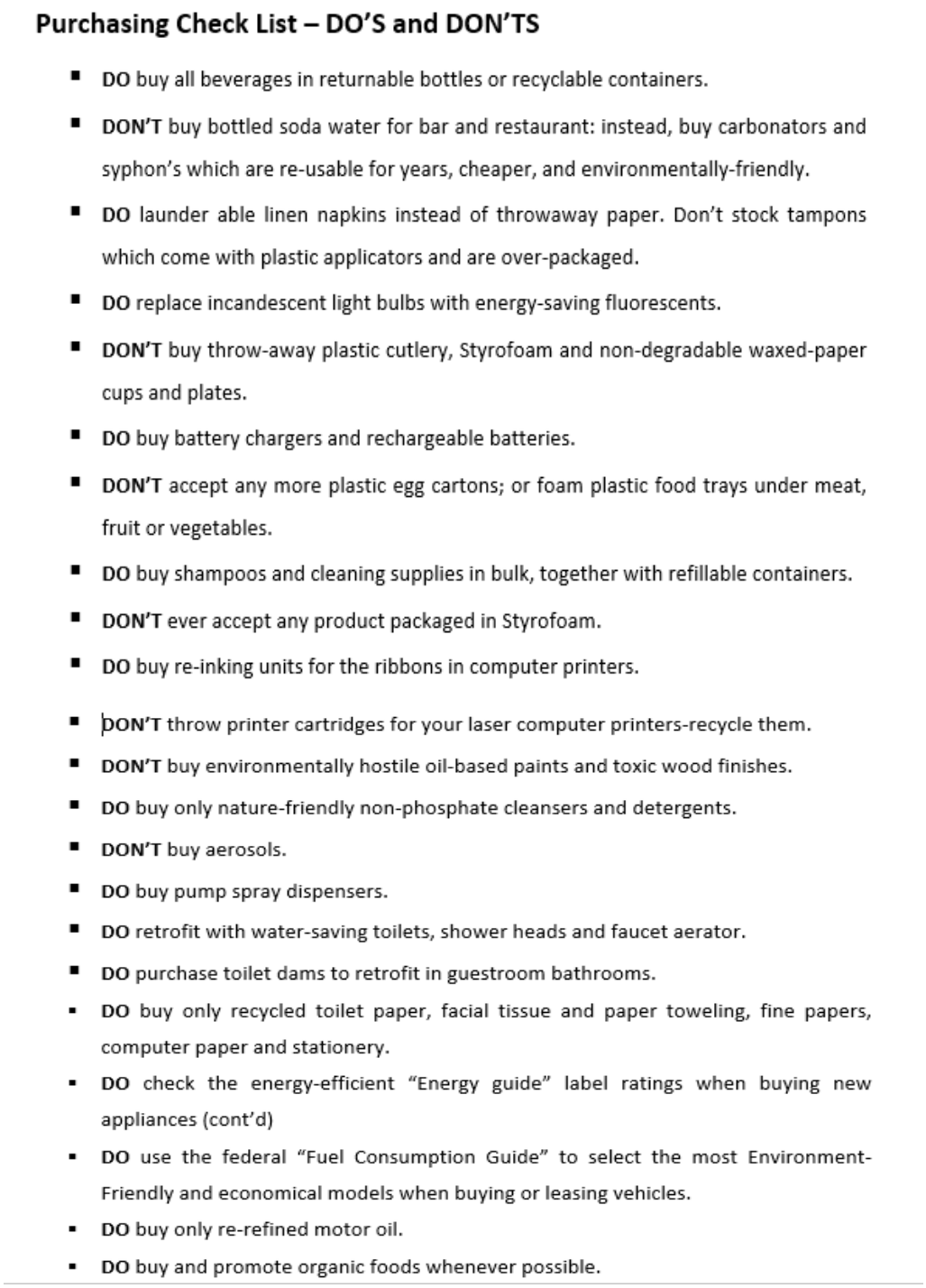
Data collection methods in this study were observation, interviews, and document study. Observation is a method of collecting data by directly observing the research site. Interviews are a method of collecting data by conducting a question-and-answer session with the purchasing staff. The informant determination method used in this research is purposive, namely the selection of informants with specific considerations and goals (Sugiyono, 2015). Informants used in this study were purchasing admins, purchasing staff, and buying supervisors at Discovery Kartika Plaza Hotel.

The data analysis technique used is a qualitative descriptive analysis technique. Data analysis in qualitative research is carried out at the time of data collection and after the completion of data collection within a certain period. At the time of the interview, the researchers analyzed the interview answers. If the interview answers after being diagnosed are unsatisfactory, the researchers will continue the questions to a particular stage until credible data is obtained. Miles and Huberman argued that the activities in qualitative data analysis were carried out interactively and continuously until completed so that the data was saturated. According to Miles & Huberman (1984), the steps taken in data analysis are data reduction, data display, and conclusion drawing or verification.

RESULTS AND DISCUSSION

The application of green purchasing at the Discovery Kartika Plaza Hotel begins with the procedures that apply at the Discovery Kartika Plaza Hotel, namely the green purchasing rules or green purchasing policies formed directly by the hotel. The green purchasing policy contains the rules that must be complied with before purchasing the product. This rule starts with basic questions like “Is this product needed?” “ Will this product harm the environment” and other fundamental questions. Then the second rule is buying products in large quantities, rejecting products with packaging that is not environmentally friendly, not buying single-use items, choosing natural products, and buying things that can be recycled anytime, anywhere. The second procedure is the purchasing checklist of dos & don'ts, which contains what can and cannot be bought. The Discovery Kartika Plaza Hotel made this procedure; the following are the purchasing checklist do's & do not.

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Purchasing Check List – DO'S and DON'TS

- **DO** buy all beverages in returnable bottles or recyclable containers.
- **DON'T** buy bottled soda water for bar and restaurant: instead, buy carbonators and syphon's which are re-usable for years, cheaper, and environmentally-friendly.
- **DO** launder able linen napkins instead of throwaway paper. Don't stock tampons which come with plastic applicators and are over-packaged.
- **DO** replace incandescent light bulbs with energy-saving fluorescents.
- **DON'T** buy throw-away plastic cutlery, Styrofoam and non-degradable waxed-paper cups and plates.
- **DO** buy battery chargers and rechargeable batteries.
- **DON'T** accept any more plastic egg cartons; or foam plastic food trays under meat, fruit or vegetables.
- **DO** buy shampoos and cleaning supplies in bulk, together with refillable containers.
- **DON'T** ever accept any product packaged in Styrofoam.
- **DO** buy re-inking units for the ribbons in computer printers.
- **DON'T** throw printer cartridges for your laser computer printers-recycle them.
- **DON'T** buy environmentally hostile oil-based paints and toxic wood finishes.
- **DO** buy only nature-friendly non-phosphate cleansers and detergents.
- **DON'T** buy aerosols.
- **DO** buy pump spray dispensers.
- **DO** retrofit with water-saving toilets, shower heads and faucet aerator.
- **DO** purchase toilet dams to retrofit in guestroom bathrooms.
- **DO** buy only recycled toilet paper, facial tissue and paper toweling, fine papers, computer paper and stationery.
- **DO** check the energy-efficient "Energy guide" label ratings when buying new appliances (cont'd)
- **DO** use the federal "Fuel Consumption Guide" to select the most Environment-Friendly and economical models when buying or leasing vehicles.
- **DO** buy only re-refined motor oil.
- **DO** buy and promote organic foods whenever possible.

Figure 1. The Purchasing Checklist Do's & Do Not's in Discovery Kartika Plaza Hotel
[Source: Discovery Kartika Plaza Hotel, 2022]

The implementation of green purchasing at Discovery Kartika Plaza Hotel is to the theory of Irvasta Pramesti, namely that two dimensions must be implemented. The first dimension is supplier selection, in which there are eleven indicators. The first indicator is the eco-labeling of products; Discovery Kartika Plaza Hotel always pays attention to environmentally friendly labels that show that the

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product is environmentally friendly, or its management pays attention to adverse environmental impacts. The second indicator is collaborating with suppliers for environmentally friendly purposes. This will support the green purchasing program because it has the same goal of minimizing negative impacts on the environment. The third indicator is the selection of suppliers with environmentally friendly criteria. Environmentally tight criteria are products that prioritize the environment and minimize environmental impacts. The fourth indicator is internal supplier audit; Discovery Kartika Plaza Hotel routinely carries out internal supplier audits, which are carried out by the hygiene team, purchasing staff, and chefs. The purpose of implementing an internal supplier audit is to ensure that the quality of the products provided remains good and even improved by the supplier. The fifth indicator is the second stage evaluation of suppliers who apply environmentally friendly criteria. Discovery Kartika Plaza Hotel will conduct a second stage evaluation if there is a decrease in the quality of the supplier's product. It aims to identify and improve the quality decline for the better.

The sixth indicator is requiring suppliers to use environmentally friendly packaging. Discovery Kartika Plaza Hotel always urges suppliers to use environmentally friendly packaging to reduce the amount of waste that will be generated due to the use of packaging that is not environmentally friendly. The seventh indicator is suppliers with ISO 14000 certification. Suppliers with ISO 14000 certification will help Discovery Kartika Plaza Hotel choose partners guaranteed to implement environmentally friendly practices to support the green purchasing program. The eighth indicator is the purchase of products only from green partners. Discovery Kartika Plaza Hotel is very selective in choosing partners; in this case, the partners selected by Discovery Kartika Plaza Hotel can offer environmentally friendly practices. The ninth indicator is the supplier's ability to conduct ecologically friendly research and development. The supplier's knowledge in environmentally friendly research and development will assist in maximizing the use of environmentally friendly products to help maintain environmental sustainability. The tenth indicator is implementing a Health, safety, and ecological system, where Discovery Kartika Plaza Hotel has been able to implement HSE even before the implementation of green purchasing. The eleventh indicator is an assessment based on quality management implemented before green purchasing at Discovery Kartika Plaza Hotel. The following is documentation of the performance of supplier selection at Discovery Kartika Plaza Hotel.

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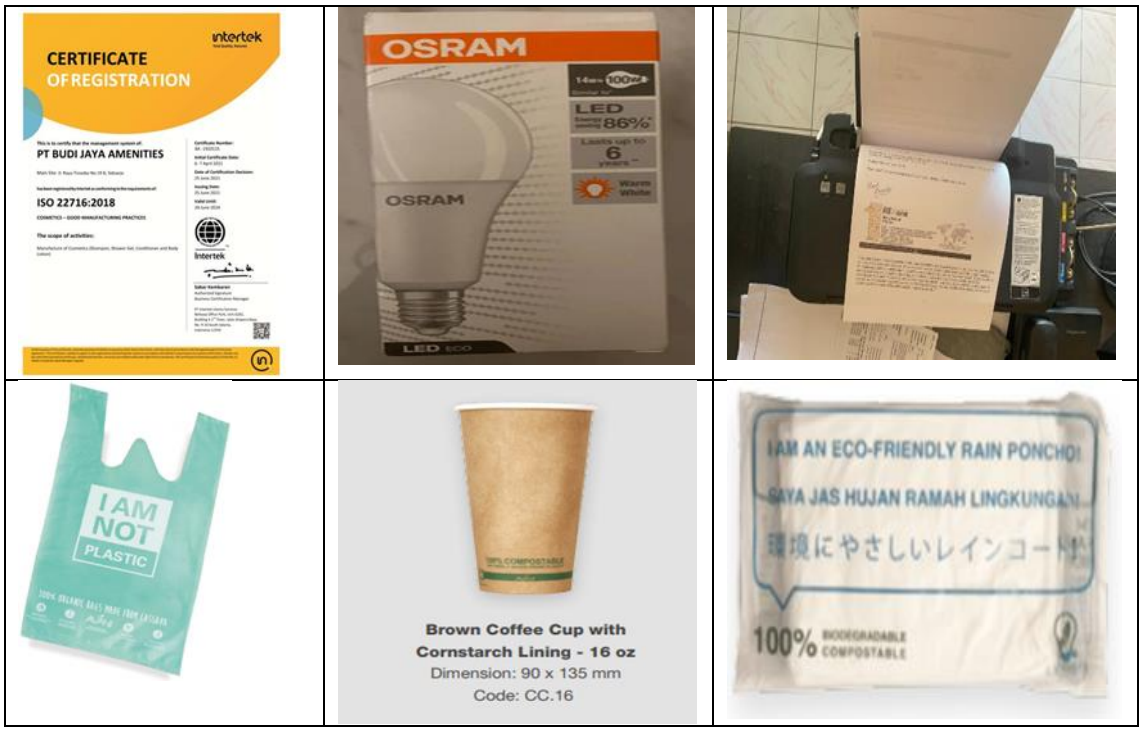


Figure 1. Some Objects relating to Green purchasing in Discovery Kartika Plaza Hotel
[Source: Discovery Kartika Plaza Hotel, 2022]

The second dimension is the 3R in the procurement process, with three indicators. The first indicator is reduction, which the reduction program has been implemented at Discovery Kartika Plaza Hotel, such as buying products with environmentally friendly packaging to reduce the amount of waste generated. The second indicator is reuse or reuse carried out by Discovery Kartika Plaza Hotel, such as not providing tissue in all restaurants at Discovery Kartika Plaza Hotel and being replaced with napkins. The third indicator is recycling or recycling that Discovery Kartika Plaza Hotel has carried out, such as processing organic waste into compost.

From these two dimensions, implementing green purchasing at Discovery Kartika Plaza Hotel can meet the standards and applicable rules based on the theory proposed by Irvasta Pramesti. Discovery Kartika Plaza Hotel has been able to implement green purchasing effectively and has a positive impact on the environment.

Based on the results of this study, it can be seen that the application of green purchasing carried out by Discovery Kartika Plaza Hotel uses two dimensions with fourteen indicators. The two dimensions are Supplier's Selection and 3R in Procurement Process. These two dimensions support each other in maximizing the implementation of green purchasing at Discovery Kartika Plaza Hotel. In theory, green purchasing has two essential dimensions: supplier selection and the 3Rs in the procurement process. Based on this, it can be seen that the application of green purchasing at Discovery Kartika Plaza Hotel can be identified based on Irvasta Pramesti's theory. That way, it can be seen that the application

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of green purchasing at Discovery Kartika Plaza Hotel is perfect and follows applicable rules.

Implementing green purchasing at Discovery Kartika Plaza Hotel positively impacts the environment and the company. The impact before and after the implementation of green purchasing can be felt directly by Discovery Kartika Plaza Hotel. This impact is measured based on Irvasta's theory with fourteen indicators. The first is eco-labeling of products; the next is collaborating with suppliers for environmentally friendly purposes, selecting suppliers with ecologically friendly objectives, supplier internal audits, second stage evaluation for suppliers, requiring suppliers to use environmentally friendly packaging, ISO 14000 certified suppliers, purchasing products only to green partners, supplier capabilities in research and development, implementing HSE, assessment based on quality management, reduce, reuse, and lastly recycle.

It can be seen that the implementation of the green purchasing program has a positive impact on Discovery Kartika Plaza Hotel and even on the surrounding environment. Positive effects resulting from implementing green purchasing, such as maintaining environmental cleanliness, the waste generated by hotel operational activities decreased, and industrial waste produced has also reduced due to using biodegradable products. In addition, applying green purchasing can also help the energy efficiency used by Discovery Kartika Plaza Hotel. In this way, applying green purchasing can support a sustainable environment. This positive impact can be enjoyed by all Discovery Kartika Plaza Hotel employees, guests who visit Discovery Kartika Plaza Hotel, plants found at Discovery Kartika Plaza Hotel, and most importantly, for the health of the natural environment in creating a sustainable environment for future generations.

Based on this, it can be seen that the application of green purchasing at Discovery Kartika Plaza Hotel has the following model (Figure 2).

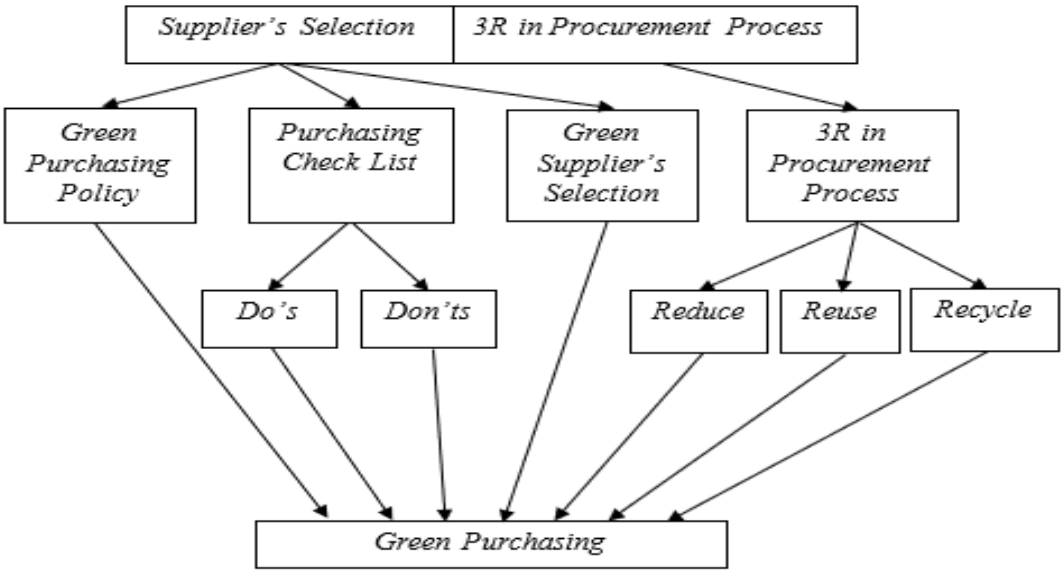


Figure 2. Model of Implementation Green purchasing in Discovery Kartika Plaza Hotel.

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Based on the Green purchasing model at Discovery Kartika Plaza Hotel, it can be seen that the Green Purchasing Policy, Purchasing Check List-Do's & Don'ts, Supplier Selection, and 3R in Procurement Process are the most critical elements in implementing green purchasing at Discovery Kartika Plaza Hotel to support the environment. Remain sustainable. Complying with the Green Purchasing Policy will help make environmentally friendly purchasing decisions. Paying attention to the Purchasing Check List-Do's & Don'ts will help in limiting the purchase of environmentally friendly products to meet the needs at Discovery Kartika Plaza Hotel. Carrying out the Supplier's Selection will assist in choosing which supplier is suitable to meet the hotel's needs and help determine which supplier the hotel will cooperate with. Moreover, implementing the 3R in Procurement Process will help hotels minimize environmental impacts and support a sustainable environment. The implementation of Green purchasing will be exemplary if it has implemented the four dimensions in the Green purchasing model. The four dimensions are Green Purchasing Policy, Purchasing Check List-Do's & Don'ts, Supplier Selection, and 3R in Procurement Process.

CONCLUSION

Implementing green purchasing at Discovery Kartika Plaza Hotel effectively supports a sustainable environment. It can be seen that the implementation of green purchasing that has been well executed by Discovery Kartika Plaza Hotel will provide positive support for a sustainable environment, where the domain will be cleaner and healthier and able to provide good results for future generations. The application of green purchasing at Discovery Kartika Plaza Hotel, according to Irvasta's theory, has been implemented very well and follows applicable rules so that the application of green purchasing helps the environment in good condition. The impact generated after implementing green purchasing is more significant than before. The effect has been measured based on Irvasta's theory with fourteen indicators. Each indicator shows positive results for the Discovery Kartika Plaza Hotel environment. Implementing green purchasing has a positive impact, such as a cleaner environment, reduced waste, and a healthier environment to achieve sustainability. The green purchasing implementation model at Discovery Kartika Plaza Hotel has been effective by implementing four critical dimensions: Green Purchasing Policy, Purchasing Check List-Do's & Don'ts, Supplier Selection, and 3R in Procurement Process. These four dimensions are essential in supporting the effectiveness of implementing green purchasing at Discovery Kartika Plaza Hotel.

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The Effect of Motivation on Work Productivity of Kitchen Employees at Mandarin Oriental Hotel Jakarta

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ABSTRACT

Purpose: This study aimed to determine the effect of motivation on employee work productivity. The research was conducted at the Mandarin Oriental Hotel Jakarta to find out how much influence the motivation program has on the work productivity of kitchen employees at the mandarin oriental Jakarta.
Research methods: This research uses the type of associative analysis. The method used in this research is quantitative. The sampling technique used in this research is total sampling, in which all population members are employed entirely.
Result and discussion: Providing motivation and work productivity of kitchen employees at the Mandarin Oriental Hotel Jakarta with a correlation coefficient shows that explaining ing to work productivity has a very close and solid relationship.
Implication: A hotel dents a competent workforce to work effectively and efficiently to increase its repetitive hotel competitiveness enessinvincibleThee best service certainly requires high employee work productivity. Therefore, the hotel motivates its employees to keep abreast of existing developments and fulfill the wishes and goals of the hotel.

Keywords: Motivation, Employee Productivity**,** Kitchen Employees, Mandarin Oriental Hotel Jakarta.

INTRODUCTION

A hotel is a company engaged in accommodation (room) services managed commercially and provides food and beverage services and other facilities guests need. The average hotel affected by the Covid 19 pandemic has high work enthusiasm and is rising together to face the new normal. This motivation is one of the activities or ways hotel employees motivate them to work.

A hotel requires a competent workforce to work effectively to improve the best competitive service in the second year, which demands high employee work productivity. Therefore the hotel motivates its employees to keep abreast of existing developments and achieve their goals. This motivation can be provided by holding weekly meetings with HRD, daily briefings, and outings so employees can get to know and motivate one another. This motivational program can encourage employee morale and passion. This motivation can provide creativity and participation in work.

The importance of motivation programs can be seen from the difference in productivity levels between employees who are already motivated and employees who are not yet motivated, where motivated employees will have a higher level of productivity. Compa is red to employees who have yet to achieve their goals, such as at work, are not l, easy and complete work or assignments on time.

There are several examples of activities to provide work motivation; employees will gather for the morning briefing and inform that there is an important guest; all employees must be prepared to avoid fatal mistakes because the Mandarin Oriental Hotel Jakarta is a business hotel that is visited by many important guests such as the President of the Republic of Indonesia and his ministers.

As a 5-star hotel in the capital city of Jakarta, Hotel Mandarin Oriental Jakarta continues to increase its competitiveness to achieve the desired goals; careful and precise planning is required, namely trying to improve the skills and knowledge of employees under the tasks carried out. The implementation of giving motivation is one way to further increase the work productivity of its employees to the maximum and provide high enthusiasm so that all employees are motivated and want to be better than before. Therefore the author chose "The Effect of Giving Motivation on the Work Productivity of Kitchen Employees at the New Normal Hotel Mandarin Oriental Jakarta."

RESEARCH METHODS

The essential primary method in this research is the associative quantitative research method. According to Russiadi et al. (2016: 12), associative/quantitative research is research that aims to determine the relationship between two or more variables. by collecting existing information, distributing questionnaires, and defining the relationship that occurs between the independent variable (X) and the related variable (Y) according to the data obtained from the questionnaire.

According to Sugiyono (2018: 15) explains the quantitative research method as follows:

"The quantitative method is called the traditional method because it has been used for a long time and has become a tradition for research. This method is called the positivistic method because it is based on the philosophy of positivism. This method is scientific/scientific because it fulfills scientific principles: concrete/empirical, objective, measurable, rational, and systematic. This method is also called discovery because this method can be discovered and developed by various new science and technology. This method is called quantitytity causee the research data is in numbers, and the analysis uses statistics.

The research method used in this study was to use a questionnaire instrument, namely the survey method, and provide a list of statements to be shown to respondents.

The variables were assessed with a scale from 1 (one) to 5 (five). Which is used to measure variables X and Y. The Likert scalsetessed with weights as follows:

a. For answers that strongly disagree, they were given a score of 1.
b. Disagree answers are given a score of 2.
c. For a neutral answer, a score of 3 is given.

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d. For answers that agree, a score of 4 is given.
e. For answers that strongly agree, a score of 5 is given.

Operational variables are complete guides on what to learn and how to measure a concept to be tested—operational Variables This research can be seen in the table below.

Table 1. Operational Research Variables

Variable	Indicator	Measuring scale
Giving Motivation (X)	Driving Force	Measured through a questionnaire using a Likert scale.
	Will	
	Willingness	
	Responsibility	
Work Productivity (Y)	Ability	Improve the results achieved Measured through the path using a Likert scale.
	Spirit at work	
	Meningkatkan hasil yang dicapai	
	Self-development	
	Efficiency	

[Source: Processed Author Data, 2022]

The population used in this study was 30 people in the kitchen department at the Mandarin Oriental Hotel Jakarta.

The data analysis technique used in this study is quantitative by analyzing statistics with the help of the Package For The Social Science (SPSS) statistical software. Before the hypothesis testing is carried out, it is necessary to test the questionnaire, namely the validity and reliability tests. After that, the classical assumption test was also carried out. Before the hypothesis testing is carried out, it is necessary to test the questionnaire, namely the reliability test. After that, the classical assumption, normality, and heteroscedasticity tests were also carried out.

RESULTS AND DISCUSSION

Respondents used as samples in this study amounted to 30 people, corresponding to the number of employees in the Kitchen Department at the Mandarin Oriental Hotel Jakarta. This study used the questionnaire method to determine the effect of giving motivation on the work productivity of kitchen employees at the New Normal Hotel Mandarin Oriental Jakarta.

The following table is the composition of research respondents based on gender, age, education, and length of work from a questionnaire filled out by employees of the Kitchen Department at the Mandarin Oriental Hotel Jakarta.

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Table 2. Respondent Profile Based on Gender

Gender					
		Frequency	Valid Percent	Cumulative Percent	
Valid	Men	28	93.3	93.3	93.3
	Women	3	6.7	6.7	100.0
	Total	30	100.0	100.0	

Based on the data above, the respondents consisted of men and women. Of the 30 respondents sampled in this study, 28 were men, and the rest were two women. This proves that at Mandarin Oriental Hotel Jakarta, there are more male employees than females.

Table 3. Respondent Profile Based on Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17-25 Years	7	23.3	23.3	23.3
	26-35 years	18	60.0	60.0	83.3
	36-45 years	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Respondents were divided into five age levels that have been grouped. Of the total 30 respondents who were taken, seven were aged 17-25 years, with a percentage of 23.3%, 18 were aged 26-35 years, with a percentage, shared five were aged 36-45 years,s with a rate of 16.7%. From these data, it can be concluded that the average age of employees in the kitchen department is 26-35 years because employees are more productive and have much experience.

Table 4. Profile Based on Education

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA-SMK-MA	10	33.3	33.3	33.3
	DIPLOMA (D1,D2,D3)	13	43.3	43.3	76.6
	D4 –SARJANA(S1)	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

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Respondents were divided into five levels of education that have been grouped. From a total of 30 respondents who have been taken, ten respondents have SMA-SMK-MA level with a percentage of 33.3%, 13 respondents have a Diploma education level (D1-D2-D3) with a rate of 76.6%, seven respondenrateD4-GRADUATE education level (S1) with a percentage of 23.3%. From these data, it can be concluded that the average level of DIPLOMA education (D1-D2-D3) is because graduates from DIPLOMA (D1-D2-D3) have a lot of experience and extensive knowledge.

Table 5. Respondent Profile Based on Length of Work

Length of work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 Years	15	50.0	50.0	50.0
	6-10 Years	15	50.0	50.0	100.0
	Total	30	100.0	100.0	

Based on the length of work, the respondents were divided into four levels of size of work that have been grouped. From 30 samples taken, 15 respondents had worked for 1-5 years with a percentage of 50.0%, and 15 respondents had worked for 6-10 years with a rate of 50.0%. From the above data, it can be concluded that most kitchen department employees have worked for >10 years. This shows they feel at home and comfortable working at the Mandarin Oriental Jakarta Hotel.

Table 6. Variable Validity Test Results for Giving Motivation (X)

Statement	R Count	R Tabel	Results
X1	0,617	0,361	VALID
X2	0,551	0,361	VALID
X3	0,596	0,361	VALID
X4	0,566	0,361	VALID
X5	0,566	0,361	VALID
X6	0,656	0,361	VALID
X7	0,666	0,361	VALID
X8	0,548	0,361	VALID
X9	0,647	0,361	VALID
X10	0,541	0,361	VALID

[Source: Data processed with SPSS 26, 2022]

Based on the table above, it is known that the r count value of the 10 statement items on the independent variable giving motivation has a count r value

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each > from the r table of 0.361 and is positive, so it can be concluded that the statement items on the independent variable giving motivation are declared valid.

Table 7. Results of Validity Test of Work Productivity Variables (Y)

Statement	R Count	R Tabel	Results
Y1	0,575	0,361	VALID
Y2	0,547	0,361	VALID
Y3	0,504	0,361	VALID
Y4	0,595	0,361	VALID
Y5	0,598	0,361	VALID
Y6	0,547	0,361	VALID
Y7	0,526	0,361	VALID
Y8	0,672	0,361	VALID
Y9	0,602	0,361	VALID
Y10	0,509	0,361	VALID

[Source: Data processed with SPSS 26, 2022]

Based on Table 7, it is known that the r count value for the ten dependent variable statement items of work productivity has a respective r count value > from the r table of 0.361 and is positive, so it can be concluded that the statement items on the work productivity dependent variable are declared valid.

Table 8. Cronbach's Alpha Test Results

Variable X	
Reliability Statistics	
Cronbach's Alpha	N of Items
.824	10

[Source: Research data processing, 2022]

The Cronbach's alpha value obtained from the data processing results is 0,524, where the value of each question cannot be less than 0.6.

Based on the tests carried out, questions are worth at least 0,6. So it can be concluded that all questions are reliable.

Table 9. Cronbach's Alpha Test Results

Variable Y	
Reliability Statistics	
Cronbach's Alpha	N of Items
.739	10

[Source: Material, 2022]

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The Cronbach's alpha value obtained from the data processing results is 0,739, where the value of each question cannot be less than 0,6. Based on the results of the tests that have been carried out, there are no questions with a value below 0,6.

Based on the results of the tests, such questions are worth below 0,6, so it can be concluded that all questions are reliable.

Table 10. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.32228209
Most Extreme Differences	Absolute	.127
	Positive	.127
	Negative	-.116
Test Statistic		.127
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

[Source processed research data, 2022]

Based on the normality test results, Table 10 shows that the Asymp. Sig.(2-tailed) of 0.200 > 0.05. This means that the residuals in the study have been normally distributed, and the basic assumptions of normalcy have been fulfilled.

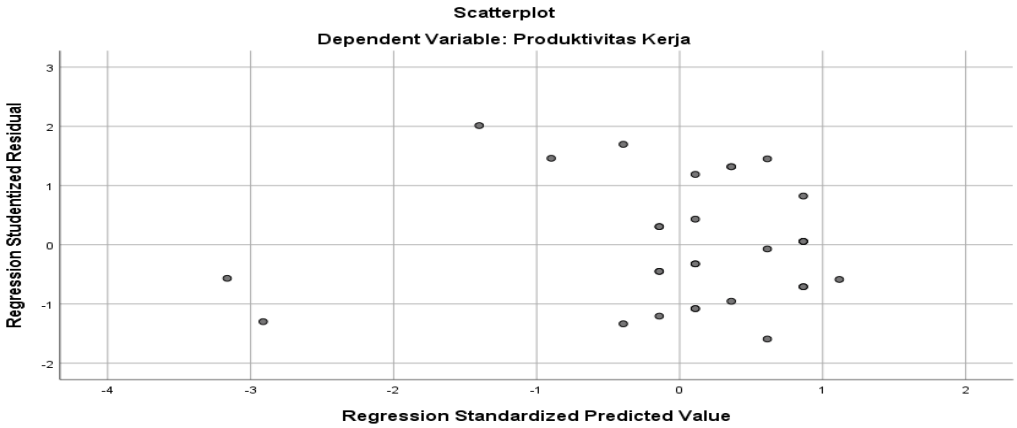


Figure 1. Scatter Plot Graph of Heteroscedasticity Test
[Source: Data processed with SPSS 26, 2022]

Based on Figure 1, it is known that the scatter plot test shows that the data points are scattered above and below or around the number 0. The facts do not

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just gather above or below, and the spread of the data points does not form a wavy pattern, widening then narrowing again. So it can be concluded that the data does not experience heteroscedasticity. This study also uses the Glejser test to predict heteroscedasticity with the following test criteria:

a. The data does not have heteroscedasticity problems if the sig value > alpha level is 0.05 or
b. The city problems if the sig value <alpha level is 0.05.

Table 11. Heteroscedasticity Test Results

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.047	1.489		2.047	.050
Giving Motivation	-.044	.033	-.242	-1.320	.198
a. Dependent Variable: res2					

[Source: Data processed with SPSS 26, 2022]

The results of the heteroscedasticity test in Table 11 show that the significance value of the independent variable giving motivation is> alpha 0.05, equal to 0.198. This indicates that the data is homoscedasticity or does not experience heteroscedasticity problems.

Table 12. Partial TT-test

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.954	2.815		2.470	.020
Pemberian Motivasi	.833	.063	.929	13.234	.000
a. Dependent Variable: Produktivitas Kerja					

[Source: processed research data, 2022]

Based on the regression results in Table 12, the simple regression equation model can be formulated as follows:

Y = a + bX + e

Work productivity = 6.954 + 0.833 Giving motivation

The above equation means that:

1. The constant a of 6,954 indicates that if motivation is 0 (no change), then the work productivity of employees in the kitchen department of the Mandarin Oriental Jakarta hotel has a value of 6,954.
2. The regression coefficient of the motivation variable is 0.833 indicating a positive direction. This means that the variable giving motivation has a positive relationship to work productivity, where if the giving of motivation

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increases by 1 percent, then the work productivity of employees in the kitchen department of the Mandarin Oriental Hotel Jakarta will increase by 83.3 percent.

Table 13. Correlation Coefficient Results

Correlations			
		Giving Motivation	Work Productivity
Giving Motivation	Pearson Correlation	1	.929**
	Sig. (2-tailed)		.000
	N	30	30
Work Productivity	Pearson Correlation	.929**	1
	Sig. (2-tailed)	.000	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

[Source: research data processed, 2022]

Table 13 shows that the correlation coefficient between the variables giving the motivation to work productivity for Mandarin Oriental Jakarta hotel employees is 0.929. This indicates that explaining has a very close and substantial relationship to work productivity for employees of the Mandarin Oriental Jakarta hotel kitchen department.

Table 14. Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.929[a]	.862	.857	1.34569
a. Predictors: (Constant), Giving Motivation				
b. Dependent Variable: Giving Motivation				

[Source: research processed. 2022]

The results of the coefficient of determination in Table 14 show that the value of the coefficient of determination is 0.862. This indicates that the proportion of the influence of the independent variable giving motivation on work productivity for the employees of the Mandarin Oriental Jakarta hotel kitchen department is 86.2 percent. In comparison, 13.8 percent (100 – 86.2 percent) is influenced by other variables not examined in the research.

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Table 15. Partial T-test

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.954	2.815		2.470	.020
	Pemberian Motivasi	.833	.063	.929	13.234	.000
a. Dependent Variable: Produktivitas Kerja						

[Source: Research processed. 2022]

Based on the results of the t-test above, then:
Hypothesis 1 = There is an effect of giving motivation on the work productivity of kitchen employees at the new normal Hotel Mandarin Oriental Jakarta.

The results of the study in Table 4.10 show the sig. Motivation variable <critical probability value (α = 5%) of 0.000 <0.05 and t count > t table of 13,234 > 2,048, this shows that giving motivation has a significant effect on work productivity. The regression coefficient of 0.833 indicates a positive direction. This means that providing an explanation positively and significantly affects work productivity for employees in the kitchen department of the Mandarin Oriental Hotel Jakarta. Based on these statistical results, the first hypothesis proposed by the author is declared accepted.

CONCLUSION

Based on the description and analysis that has been put forward in the previous chapters, the following conclusions can be drawn :

a. Providing motivation and work productivity of employees at the mandarin oriental Jakarta with a correlation coefficient 0.929. this shows that motivating work productivity has a very close and strong relationship.
b. From the study's results, it is known that providing motivation affects employees' work productivity by 86.2% and the remaining 13.8%. It is influenced by other variables that are not examined, such as employee performance, skill, and timeliness.
c. From the calculation results in spss using the partial test to find out which hypothesis is accepted, it is known that the t count obtained is 13,234 > 2,048, so it can be concluded that H1 is accepted. There is an effect of giving on the work productivity of kitchen employees at the new normal hotel mandarin oriental Jakarta.

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Marketing Strategy at Hotel Sentral Cawang, East Jakarta

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ABSTRACT

Purpose: This study aims to analyze the marketing strategy at Hotel Sentra Cawang, East Jakarta and To find out the marketing strategy at Hotel Sentral Cawang East Jakarta.

Research methods: This study uses a qualitative approach to determine the SWOT analysis on the strategy marketing at the Central Cawang Hotel, East Jakarta. This tool compiles the company's strategic factors and uses a matrix TOWS or SWOT matrix and internal and external matrices.

Results and discussion: From the identification of internal and external strategic factors, it is known that the position and profile of Hotel Sentral Cawang, East Jakarta, has a strong market competitive position in the industry. Hotel Sentral Cawang, East Jakarta, must improve product quality, facilities, service, and distribution.

Implication: TO find out the condition of the Central Cawang Hotel strategically based on SWOT analysis.

Then, according to the SWOT Matrix, determine a marketing strategy with 7P marketing (Product, Price, Place, Promotion, People, Physical Evidence, Process). This research was tested using SWOT analysis by identifying internal and external factors and then formulated in the Cartesian diagram, Internal and External Matrix, and SWOT Matrix. The position of Hotel Sentral Cawang, East Jakarta, on the results of the Cartesian Diagram Analysis, is in Cell 1, in a growth and development position, which is a substantial market competitive position. In the SWOT Matrix, Hotel Sentral Cawang, East Jakarta, can use four alternative strategies: the So, Wo, ST, and WT strategies.

Keywords: SWOT Analysis, SWOT Matrix, Marketing Strategy

INTRODUCTION

The tourism industry's growth in Indonesia is increasing well always progressing. The development of the world of tourism is also supported by

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products and infrastructure such as hotels, restaurants, cafes, discotheques, etc. The story of the hotel industry in Indonesia is rolling with advances in the tourism sector. Therefore, the hotel industry is one aspect that has a vital role in developing tourism in Jakarta, which provides accommodation services for tourists. The number of tourist visits has increased, impacting the hospitality industry's development. Increasing tourist visits will also increase the need for accommodation services, especially hotels, as supporting facilities.

Kotler and Keller (2016) state that marketing is about identifying and meeting human and social needs. A marketing strategy is a planned tool to achieve marketing objectives in a company (Purwanti, 2012). Therefore, the determination of marketing strategy must be based on an analysis of the company's environment and internal through an analysis of the company's strengths and weaknesses, as well as an analysis of the opportunities and threats faced by the company from its environment. Besides that, the marketing strategy that has been determined and implemented must be reassessed, whether it is still by the current conditions or conditions.

So, to assess or measure how big the strengths and weaknesses of the company are, as well as the opportunities and threats that exist outside the company. Companies can use a SWOT analysis, namely Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats). The SWOT analysis shows several appropriate marketing strategies based on the company's internal and external conditions. According to Kurniasari (2014), the SWOT analysis results may appear to be four types of strategies that companies can implement to maintain and improve their competitive position. The SO strategy is a strategy that aims to utilize the company's internal strengths to take advantage of external opportunities. WO strategy is a strategy that aims to improve internal weaknesses by taking advantage of external opportunities.

ST strategy uses a company's strengths to avoid or reduce the impact of external threats. The WT strategy is a defensive pull to reduce internal weaknesses and avoid external threats. To increase market share, the company needs to implement a competitive strategy using the SWOT analysis method, which the company carries out to find out the strengths, weaknesses, opportunities, and threats to increase market share.

Based on the background of the problem above, the writer is interested in the importance of marketing strategy in a company. Therefore, the researcher wants to examine this by taking the "SWOT Analysis on marketing strategies at Hotel Sentral Cawang, East Jakarta." Based on the background above, the problem formulation is as follows: How is the marketing strategy at Hotel Sentral Cawang, East Jakarta? How is the Marketing SWOT analysis at the Central Cawang Hotel, East Jakarta?

RESEARCH METHODS

This research uses a qualitative method which, according to (Rafendi, 2020), " qualitative descriptive research method is a method used by research to find knowledge or theories about research at a certain time." The purpose of the qualitative descriptive in this study was to determine the SWOT analysis on the marketing strategy at Hotel Sentral Cawang, East Jakarta.

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So, it was concluded that this study's research unit of analysis was at the Central Cawang Hotel, Jakarta. So, the authors limit the observed variables, namely: Marketing Strategy is a drafting process that aims to provide information about goods or services that satisfy human needs and desires. SWOT analysis is a systematic identification of various factors to formulate corporate strategy. This analysis is based on the logic that maximizes strengths and opportunities but simultaneously minimizes weaknesses and threats. According to Sugiyono (2011; 80), a population is a generalized area consisting of objects/subjects with specific qualities and characteristics determined by researchers to be studied and then drawn conclusions. This study uses SWOT analysis and marketing strategies at the Central Cawang Hotel, East Jakarta. Therefore, the samples chosen by the researchers are internal parties (managers) at the Central Cawang Hotel, East Jakarta, namely marketing managers, HRD (human resources development), and added data. Supporters from several external consumer parties, namely four people, so six respondents. This study uses SWOT analysis to compile the company's strategic factor, the TOWS or SWOT matrix, and internal and external matrices.

Table 1. Determination of Intern and Extern Factor Weights

No.	Strength Factors	Priority Scale (SP)	Constanta (K)	X K	Bobot
1.	The location is strategic because it is close to public transportation access.				
2.	A large parking area can support guest driving safety.				
3.	Has complete four-star facilitiesand affordable room rates.				
4.	I received the best 3-star hotelaward in East Jakarta in 2020.				
5.	Prioritize loyalty service to guests.				
No.	**Weakness Factors**	**Priority Scale (SP)**	**Constanta (K)**	**X K**	**Bobot**
1.	Room size is less spacious, and AC facilities are often hot and do not have Gimnastic facilities.				
2.	I Cannot upgrade to Star 4 yet.				
3.	Advertising is only through social media, not through TVand radio.				
4.	Lack of cooperation with theprivate government to support lodging visits.				
	Total SP X K				
No.	**Opportunities Factors**		**Bobot**	**Rating**	**Score**
1.	We are utilizing social media for product promotion.				
2.	We have increased purchasing power and consumer tastes in linewith lifestyle changes.				
3.	Changes in socialconditions and the economic level of the community willsupport hotels and vacations.				
4.					

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5.	The tourism sector is doingwell. I am increasing tourists and business and leisure visiting the l the.			
	Total			
No.	**Threats Factors**	**Bobot**	**Rating**	**Score**
1.	More and more promotioncompetition.			
2	The emergence of newhotels			
3.	Competition betweenfellow hotel prices.			
4.	Increase in the price of rawmaterials (pendants).			
	Total			
	Total Score External			

They are using a priority scale starting from 4 (very important), 3 (essential), 4 (quite important), and 1 (not necessary) on positive variables. At the same time, the negative variables are given the opposite value, namely 1 (excellent), 2 (essential), 3 (quite important), and 4 (not necessary). Then multiply the value of the priority scale (SP) with a constant (K). The determination of the value of the constant is based on the highest value, which isassumingtion that all indicators are considered good. Each SP X K value is divided by the total SP X K value to obtain a weighted value.

Table 2. SWOT analysis calculation

Strategy Factor	Weight	Ratings	Value
Internal:			
1. Strength	S1 (0,0-1,0)	S2 (1-4)	S1 X S2 = S3 W1
2. Weakness	W1 (0,0-1,0)	W2 (1-4)	X W2 = W3
External:			
1. Opportunity	O1 (0,0-1,0)	O2 (1-4)	O1 X O2 = O3 T1
2. Threat	T1 ((0,0-1,0)	T2 (1-4)	X T2 = T3
Total	1,0		

Information:
a. Internal and external weights between 0.0 to 1.0.
b. Rating from internal and external between 1 to 4.
c. Internal and external values result from multiplying the weight by the rating.

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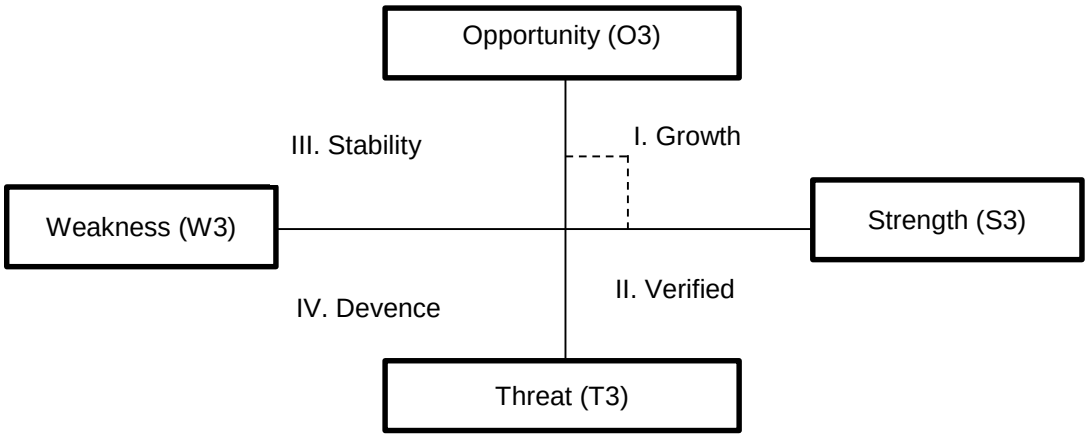


Figure 1. SWOT Matrix Diagram
[Source: Ade Saturday,2022]

Information:

Quadrant I: This is a perfect situation. The company owns existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy.

Quadrant II: Despite facing various threats, this company still has internal strength. The strategy that must be applied is to use power to take advantage of long-term opportunities in a way strategy verified (product/service)

Quadrant III: The company faces enormous market opportunities, but on the other hand, it faces several internal constraints/weaknesses. This company's strategy focuses on minimizing internal problems and seizing more market opportunities with a stable strategy.

Quadrant IV: This situation favors the company (defense).

RESULTS AND DISCUSSION

SWOT analysis systematically identifies various factors to formulate a marketing strategy at Hotel Sentral Cawang, East Jakarta. This analysis is based on the logic that can maximize strengths and opportunities while minimizing weaknesses and threats. The model used at this stage consists of an internal and external strategic factors matrix. There are research guests from the interview results as follows:

Table 3. SWOT Analysis at Hotel Sentral Cawang, East Jakarta

No.	Strength Factors	Priority Scale (SP)	Constanta (K)	X K	Bobot
1.	The location is strategic because it is close to public transportation access.	4	4	16	0,14
2.	A large parking area can support guest driving safety.	4	4	16	0,14
3.	Has complete four-star facilities and affordable room rates.	3	4	12	0,10

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No.	Strength Factors	Priority Scale (SP)	Constanta (K)	X K	Bobot
4.	Received the best 3-star hotelaward in East Jakarta in 2020.	4	4	16	0,14
5.	Prioritize loyalty service to guests.	4	3	16	0,14
No.	**Weakness Factors**	**Priority Scale (SP)**	**Constanta (K)**	**X K**	**Bobot**
1.	Room size is less spacious, and AC facilities are often hot and do not have gimnastic facilities.	2	4	8	0,07
2.	I Cannot upgrade to Star 4 yet.	3	4	12	0,10
3.	Advertising is only through social media, not through TVand radio.	3	4	12	0,10
4.	Lack of cooperation with theprivate government to support lodging visits.	2	4	8	0,07
	Total SP X K	**0,34**		**112**	**1.00**

Table 4. Determination of the Weights of the Strengths and Weaknesses Factors

No.	Straight Factors	Bobot	Rating	Score
1.	The location is strategic because it is close to public transportation access.	0,14	4	0,56
2.	A large parking area can support guest driving safety.	0,14	4	0,56
3.	Has complete four-star facilitiesand affordable room rates.	0,10	3	0,3
4.	Received the best 3-star hotelaward in East Jakarta in 2020.	0,14	3	0,42
5.	Prioritize loyalty service to guests.	0,14	3	0,42
	Total	**0,66**		**2,26**
No.	**Weakness Factors**	**Bobot**	**Rating**	**Score**
1.	Room size is less spacious, and AC facilities are often hot and do not have gimnastic facilities.	0,07	3	0,21
2.	I Cannot upgrade to Star 4 yet.	0,10	3	0,3
3.	Advertising is only through social media, not through TVand radio.	0,10	2	0,2
4.	Lack of cooperation with theprivate government to support lodging visits.	0,07	3	0,21
	Total	**0,34**		**0,92**
	Total Score Internal	**1,00**		**3,18**

Table 5. Determination of the Weight of Opportunity and Threat Factors

No.	Opportunities Factors	Priority Scale (SP)	Constanta (K)	X K	Bobot
1.	We are utilizing social media for product promotion.	4	4	16	0,14
2.	We have increased purchasing power and consumer tastes in line with lifestyle changes.	4	4	16	0,14

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No.	Opportunities Factors	Priority Scale (SP)	Constanta (K)	X K	Bobot
3.	Changes in social conditions and the economic level of the community will support hotels and vacations.	3	4	12	0,10
4.	The tourism sector is doing well.	4	4	16	0,14
5.	Increasing tourists and business and leisure visiting the hotel.	4	3	16	0,14
No.	**Threats Factors**	**Priority Scale (SP)**	**Constanta (K)**	**X K**	**Bobot**
1.	More and more promotion competition.	2	4	8	0,07
2	The emergence of new hotels	3	4	12	0,10
3.	Competition between fellow hotel prices.	3	4	12	0,07
4.	Increase in the price of raw materials (pendants).	2	4	8	0,10
	Total SP X K			**112**	**1.00**

Table 6. EFAS

No.	Opportunities Factors	Bobot	Rating	Score
1.	We are utilizing social media for product promotion.	0,14	4	0,56
2.	We have increased purchasing power and consumer tastes in line with lifestyle changes.	0,14	3	0,42
3.	Changes in social conditions and the economic level of the community will support hotels and vacations.	0,10	3	0,3
4.	The tourism sector is doing well.	0,14	4	0,42
5.	Increasing tourists and business and leisure visiting the hotel.	0,14	4	0,56
	Total	**0,66**		**2,26**
No.	**Threats Factors**	**Bobot**	**Rating**	**Skor**
1.	More and more promotion competition.	0,07	2	0,14
2.	The emergence of new hotels	0,10	2	0,2
3.	Competition between fellow hotel prices.	0,07	3	0,14
4.	Increase in the price of raw materials (pendants).	0,10	3	0,3
	Total	**0,34**		**0,78**
	Total Score External	**1,00**		**3,04**

Based on the results of the table above processed EFAS data, the external opportunity factor has a score of 2.26, and the external threat factor has a score of 0.78. In contrast, the results of the EFAS matrix analysis at Hotel Sentral Cawang include all external factors consisting of opportunities and threats (sheaths) with a total score of 2.66, which means that the opportunities experienced by Hotel Sentral Cawang are very high, where they can take advantage of the opportunities that exist. From these calculations, the position of Hotel Sentral Cawang, East Jakarta, can be determined to obtain an appropriate marketing strategy formulation.

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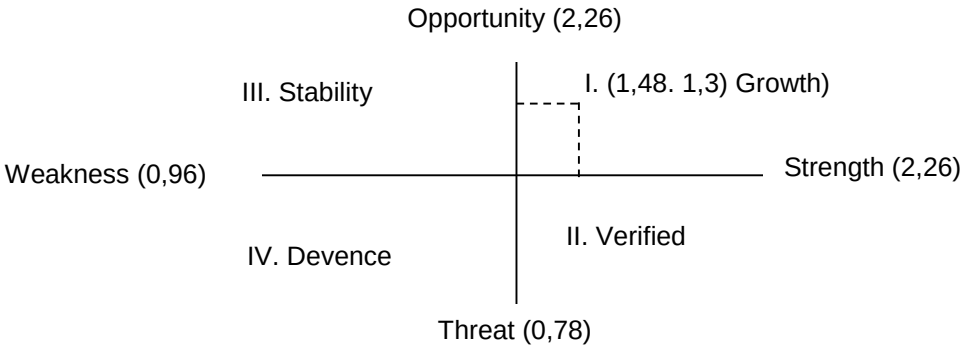


Figure 2. Cartesian diagram of Central Hotel Cawang, East Jakarta

From the analysis results, the position of Hotel Sentral Cawang, East Jakarta, is in quadrant I, which shows that Hotel Sentral Cawang, East Jakarta, faces several opportunities and has various forces that encourage it to obtain them.

Table 7. Intern and Extern Matrix of Hotel Sentral Cawang, East Jakarta

		IFAS					
		Large (3,0-4,0 3,18		Medium (2,0-2,99)		Low (1,0-1,99)	
EFAS	Large (3,0-4,0 3,04	I.	Growth (Concentration via vertical integration)	II.	Growth Grow and build (concentration via horizontal integration)	III.	Retrenchment (rotating growth)
	Medium (2,0-2,99)	IV.	Stability Grow and build	V.	Growth Grow and build (The strategy has not changed)	VI.	Retrenchment Sell or divest
	Low (1,0-1,99)	VII.	Growth Defend and maintain (concentration diversification)	VIII.	Growth Sell or divest (diversification)	IX.	Retrenchment Sell or divest

Based on the results of the IFAS matrix table and the EFAS matrix, it is known that the IFAS value is 3.18, and the EFAS matrix value is 2.94. Thus, Hotel Sentral Cawang, East Jakarta, is in cells 1 and 4, where the hotel is experiencing a period of growth. Thus, the strategy that should be pursued is a growth strategy through vertical concentration, which can be done by taking function experts previously provided by income (backward integration) or

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distributor function experts (forward integration). This is the primary strategy for companies with a solid competitive position (high market share) in high-attractive distribution. (Rangkuti, 2008:24). Both strategies can be carried out using an internal and external approach, an internal approach, namely through the company's internal resources for income for product and service needs. External approach by buying a new company or opening a branch company.

Tabel 8. SWOT Matrix at Hotel Sentral Cawang, East Jakarta

IFAS / **EFAS**	***Strengths* (S)**	***Weakness* (W)**
	1. The location is strategic because it is close to public transportation access. 2. A large parking area can support guest driving safety. 3. Has complete four-star facilities and affordable room rates. 4. Received the best 3-star hotel award in East Jakarta in 2020. 5. Prioritize loyalty service to guests.	1. Room size is less spacious, and AC facilities are often hot, and do not have GYM facilities. 2. I Cannot upgrade to Star 4 yet. 3. Advertising is only through social media, not through TV and radio. 4. Lack of cooperation with the private government to support lodging visits.
***Opportunities* (O)**	**Strategi (SO)**	**Strategi (WO)**
1. Utilizing social media for product promotion. 2. Increased purchasing power and consumer tastes in line with lifestyle changes. 3. Changes in social conditions and the economic level of the community will support hotels and vacations. 4. The tourism sector is doing well. 5. Increasing tourists and business and leisure visiting the hotel.	1. The strategy of utilizing all the strengths of hotels by developing increasingly sophisticated social media to facilitate promotional activities. 2. Make packages that attract guests to stay with special prices and facilities. 3. Providing complete facilities to meet the needs of guests. 4. Attract tourists by holding promos for tour packages.	1. Always take advantage of facilities as promotional allowances. 2. Cooperating with the private government. Carry out more effective promotion strategies through television and radio media.

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***Threats* (T)**	**Strategi (ST)**	**Strategi (WT)**
1. More and more promotion competition. 2. The emergence of new hotels 3. Competition between fellow hotel prices. 4. Increase in the price of raw materials (pendants).	Continue to innovate for quality products and differentiated services. Always provide attractive and competitive prices and quality without neglecting efficiency for raw materials. To feel safe and comfortable, provide full service to customers, especially hotel members. Always comply with government SOP and provide information about promos to customers via social media or any promotion media. Always comply with government SOPs and provide information about promos to customers through social media or any promotion of media	Creating various promos for quality products. Provide good facilities. Cooperating with the private government. Always up-to-date information for anticipating more attractive offers from competitors. Utilizing the website constantly to update all information.

a. SO, strategy
   Using your power to take advantage of current opportunities is a strategy.
b. WO strategy
   Strategies to overcome weaknesses by taking advantage of existing opportunities.
c. ST Strategy
   Strategy By using power, you must deal with threats.
d. WT Strategy
   It is a strategy to overcome weaknesses by avoiding threats.

CONCLUSION

Identifying internal and external strategic factors shows that the position and profile of Hotel Sentral Cawang, East Jakarta, has a strong market competitive position in the industry. Hotel Sentral Cawang, East Jakarta, must improve product quality, facilities, service, and distribution. Overall, Hotel Sentral Cawang, East Jakarta, is currently a company that is quite successful in the hotel industry, especially three-star hotels. In addition, Hotel Sentral Cawang Jakarta Timur is supported by excellent internal strengths, such as complete facilities, good product quality, service equivalent to a four-star hotel, professional human resource support, and good management support. Hotel Sentral Cawang, East Jakarta, can implement four alternative strategies in connection with business developments and changes in market conditions based on internal and external factors at Hotel Sentral Cawang, East Jakarta. The four strategies (SO, WO, ST, WT) are implemented in developing strategies that can be suggested to the management of Hotel Sentral Cawang, East Jakarta.

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All Praise for the author goes to God Almighty for His mercy and grace

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so that the writer can complete the final project entitled: "Swot Analysis on Marketing Strategy at the Central Cawang Hotel, East Jakarta" as one of the requirements for Sahid Polytechnic students to get a degree Bachelor of Applied Tourism (S.Tr.Par). In writing this Final Project, the author experienced obstacles, but with encouragement and guidance from many parties, these obstacles could be overcome. On this occasion, the author would like to thank all those who have assisted and supported the author during the preparation of the Final Project.

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Potential for Marine Tourism Development in Kelapa Island, Thousand Islands, DKI Jakarta

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ABSTRACT

Purpose: The study's objectives were to ascertain the current and potential circumstances on the island of Siput and the difficulties and possible strategies for promoting marine tourism there.

Research methods: The researcher's qualitative method includes interviews, observation, and documentation. Data triangulation is the analytical approach employed.

Result and discussion: The results show that Kelapa Island has advantages regarding uniqueness and beliefs held by individuals in the local community. The role of MSMEs around the island is also one of the advantages possessed by Kelapa Island. In addition, it was also found that the weakness of Kelapa Island is the need for more available funding for further development. While rivalry, egotism, and natural calamities pose challenges, Kelapa Island has the potential draws several businesses to invest there. The 4A (Attraction, Accessibility, Amenities, & Ancilliary) tourist development strategy for Kelapa Island has specific components that have been completed, beginning with attractions in the form of activities and cuisine. In contrast, amenities still need to be concentrated on restrooms and places of worship.

Implication: This research can be used for further study, analyzing tourism and its development.

Keywords: Tourist Attractions, Marine, Tourism Development Strategy, Kelapa island

INTRODUCTION

Indonesia is part of a nation known as an archipelagic nation. Geographically, Indonesia is situated at the crossroads of two continents (Asia and Australia) and two oceans (the Indian Ocean and the Pacific Ocean), making it the largest archipelagic nation in the world (Darmawan et al., 2016:288). Indonesia has 17,504 islands and a coastline of 99,093 kilometers, making it the second-longest coastline in the world. Its marine waters cover 5.8 million square kilometers, or 71% of its total land area (Nisa, 2016:5).

It accounts for around 4% of Indonesia's total economy. Current global trends indicate that nature tourism (nature) significantly contributes to tourism, contributing 35%, including marine tourism. The 2012 "Global Report on Tourism"

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published by UNWTO states that maritime tourism plays a significant influence in developing tourism destinations.



Figure 1. Location of 10 Priority Tourist Destinations
[Source: Ministry of Tourism 2017]

The Thousand Islands are still a part of the province of DKI Jakarta, the capital of Indonesia. The Thousand Islands are recognized as a region with maritime tourism potential and aesthetic appeal. As a result, the DKI Jakarta administration has classified the Thousand Islands region as a location for settlements for the original inhabitants of the Thousand Islands, as a destination for marine tourism, and as a place of conservation. A set of islands known as the Thousand Islands is an archipelago that contains about ± 110 islands. Only 11 (eleven) of the islands' hundreds are inhabited. The inhabited islands have the following names: Untung Jawa Island, Pari Island, Lancang Besar Island, Tidung Island, Harapan Island, Sebira Island, Pramuka Island, Kelapa Island, Kelapa Dua Island, Panggang Island, and Payung Besar Island.

Kelapa Island is included in the settlement of Kelapa Island in the Thousand Islands row. This island is still magnificent and pristine, with sea fir trees and mangroves covering its surface. Kelapa Island is an island that can be utilized as a natural tourism destination due to its unique and breathtaking landscape. The potential for Kelapa Island to become one of the Leading Tourist Destinations in the Thousand Islands is excellent and deserving if these opportunities are taken advantage of. The attraction of the Kelapa island region is its marine biological resources, which are distinguished by the presence of coral reef ecosystems and marine biodiversity. Due to its abundant marine life, Kelapa Island has a beautiful natural appeal.

A development strategy is required for tourism based on natural charm and beauty (Saimima et al., 2018:145). According to Pitana (2005:56), developing a location with tourist potential is a planning activity that uses and maintains places and areas well to produce a site with greater marketability. Tourism development can be carried out by various parties and through collaboration between parties by re-maintaining developed themes or creating new areas. Thus, tourism development can be viewed as a series of activities

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that aims to create synergies in utilizing various tourism resources to integrate further non-tourism-related aspects such as access roads, hotels, and others that are still directly related to or in the continuity of tourism development.

The government has planned to build ten new Balis as part of developments in the tourism industry, as previously explained; however, this assertion is at odds with the reality of tourism development in the Thousand Islands, which is perceived as lacking. Local government involvement to increase opportunities and opportunities for sustainable coastal and marine tourism development, making them unable to compete with other nautical tourism destinations in Indonesia, such as Raja Ampat Papua, Derawan Kalimantan, Karimunjawa, and others. Even though the regions mentioned above offer the same chances, the Thousand Islands do not. However, numerous barriers to tourism growth in the Thousand Islands, particularly on the Kelapa Islands, prevent its full potential from being realized.

Accordingly, the issue that needs to be addressed is the government's lack of involvement, which limits chances for sustainable coastal and marine tourism development, which requires more competitiveness in marine tourism. Additionally, there are numerous barriers to tourism growth, which prevent them from being fully explored. Consequently, the purpose of this study is to (1) Analyze the situation of Kelapa Island in the Thousand Islands and its possibilities, (2) examine the Thousand Islands' tourism issues, (3) Examine the marine tourism development plan that could be implemented on the Kelapa island of the Thousand Islands. It is intended that this research would help readers better understand and educate themselves about marine tourism.

RESEARCH METHODS

Qualitative approaches are defined as methods that are empirically based on situations that reflect the reality of life. Qualitative research focuses on social phenomena based on the participants' perspectives in the study. (Triyono, 2021:33). Qualitative methods are defined as approaches used to create new knowledge that has never existed or has not existed for a very long time. Using qualitative approaches, one examines an object whose solution or solutions have yet to be determined. Qualitative approaches employ interacting relationships to generate new theories. (Zakariah et al., 2020:57).

Observations of social science in the environment are utilized to conduct qualitative approaches (Mekarisce, 2020:146). Qualitative methods can be viewed as a type of study in which researchers immediately enter the field or context in which the research is conducted. This is done so that adequate and reliable data collection can occur, allowing environmental researchers to understand the ecological situation. In qualitative approaches, descriptive or narrative language is required so that the researcher's perspective can be reflected in the research (Triyono, 2021:33). Qualitative research characteristics based on opinions Ambarwati (2022:40) involves humans as researchers, is modern, use inductive reasoning, and is descriptive.

The researcher determined the population of the Thousand Islands region's Kelapa Island. Sampling was conducted using *Purposeful Sampling*, a sample determination based on a researcher's consideration (Sugiyono, 2012:85). In this research, three individuals from Kelapa Island served as

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resources. Observation, interviews, and documentation are employed for data gathering in this study. The definition of observation is a circumstance in which the researcher analyzes by observing the study environment. (Soraya & Husna, 2020:255). Active observation is established when the informants know the researcher's whereabouts. At the same time, semi-structured interviews were used to conduct the interviews.

Researchers employ a triangulation strategy to compare the data gathered from many sources and draw a conclusion. Testing for credibility, transferability, dependability, and confirmability constitutes approaches for establishing the reliability and validity of qualitative research. In qualitative research, truth is associated with the transferability and generalizability of the data's veracity. To assess external validity, transferability in qualitative research is examined here. Reliability in qualitative research focuses on dependability and confirmability, where the item is deemed consistent with what is required and reliable. (Afiyanti, 2008:137). This study employs data gathering, reduction, presentation, and findings as data analysis methodologies (Rijali, 2019:83).

RESULTS AND DISCUSSION

Due to the abundance of coconut trees on the island, Kelapa Island was developed. From Pramuka Island, the island is reachable in thirty minutes. This is because the island's white sand is so silky and has its distinct character. A constructed bridge connects Kelapa Island to the Island of Hope through its pristine waters. There are boats on the island, making it easy for individuals to travel from one island to another. Kelapa Island gives an excellent location to showcase each attraction more effectively. Please note that every nook and cranny of Kelapa Island provides several opportunities for individuals to photograph and preserve special moments.



Figure 2. Kelapa Island from above

Kelapa Island became one of the Kelapa Island tourism attractions that may be developed to capture the attention of the local community and visiting visitors over time when the Kelapa Island community and government formed a Tourism Awareness Group (Pokdarwis). Since founding the Tourism Awareness Group (Pokdarwis) on Kelapa Island in 2018, the district has been enthusiastic about attracting more tourists and providing better service. As a

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community organization, Pokdarwis is a group based on public awareness that operates without compensation. This demonstrates that the inhabitants of Kelapa Island are willing to participate voluntarily and without force.

Additionally, the community desires to enhance the potential around Kelapa Island, one of which is Kelapa Island, so it becomes even better and can compete with other islands. As Mr. Safaat explained,

"We have established a Pokdarwis group. Every member of this organization can engage and be active voluntarily. The most crucial factor is the individual's desire to aid in improving Kelapa Island. Individuals who change their minds and no longer wish to participate can leave this group, as we do not instruct them."

The role of Pokdarwis in the development of Kelapa Island requires the confidence and dedication of all concerned. This idea allows everyone to mold change and have the proper vision and mission together. Unity is the key to facilitating the program's ideal formation. Existing Condition and Potential on Kelapa Island

To determine the *Existing* condition and potential of Kelapa Island, Kelapa Village, the researcher will define it in terms of the 4 A (Attraction, Accessibility, Amenities, and Ancillary).:

a. Attraction

Observations indicate that the island of Kelapa has several distinctive features, including tourist activities, fishing facilities, and scuba diving. Kelapa Island is known for its water-based attractions, among its most popular and defining characteristics.



Figure 3. Culinary Food
[Source: Pokdarwis Documentation]

The Figure above depicts a squid stick, one of Kelapa Island's most common forms of food and a popular souvenir. Fish crackers are one of the traditional souvenirs from Kelapa Island that may be brought back home and given as gifts to loved ones.

The idea to create Kelapa Island as a new attraction on Kelapa Island

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has a great deal of potential, as there are a variety of activities that can be conducted after Kelapa Island is completed, as indicated by the interview findings. The rationale is that Kelapa Island will offer marine attractions as activities that will entice people to spend the day there. The following is a statement given by Mr. Safaat, the resource person:
"The carrying capacity of the attraction is crucial, but the primary focus of Kelapa Island's attraction is the services it provides. Certainly, facilities such as swimming pools, glamping, and water activities like cannon boats are desired by tourists. We are making every effort to develop the finest tourism facilities possible."

a. Accessibility



Figure 4. *Kelapa* Island Access
[Source: Pokdarwos Documentation]

Accessibility focuses on the infrastructure and amenities available to get to Kelapa Island; it takes a speed boat about two hours to travel from the main dock at Marina Ancol to Kelapa Island. Regarding accessibility, the resource person, Mr. Safaat, stated that inexpensive and within-budget transportation would be employed to cut prices so they would not appear excessively expensive. The resource's statement, which is below, was made by Mr. Safaat.:
"Accessibility is very crucial in the tourism industry. For Kelapa Island itself, accessibility is designed to make transportation cost-effective and even less expensive so that expenditures on transportation can be reduced."

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b. Amenities



Figure 5. Lodging
[Source: Pokdarwis Documentation]

Kelapa Island will also offer glamping and accommodations as a dwelling that will function as a homestay for tourists. On Kelapa Island, it is also necessary to construct a multi-purpose room and a food court so that tourists can access various dining options. In addition, additional tourist attractions that can be developed include *Snorkeling, Water Sports*, and water-based activities such as the use of cannon boats or canoes.



Figure 6. Public Toilet

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[Source: Research Documentation 2022]

The leader of Kelapa Island guarantees that there are restrooms and places of worship around the island to make it easier for travelers to use the bathroom or perform religious rituals. In addition, the Kelapa island will provide travelers with angkringan and dining options to better appreciate the natural beauty. On Kelapa Island, a pier is used to enter and exit.



Figure 7. Pier

c. Ancillary

The supporting organizations that support and are enthusiastic about the growth of Kelapa island tourism are RT, RW, kelurahan, PKK, and Karang Taruna. Sources indicate that each RW can be further subdivided into multiple subtypes. This occurs because the more support offered, the more momentum will be given to the growth of Kelapa Island so that it can be carried out effectively. Mr. Safaat, the source, stated as follows:

"Karang Taruna and PKK are sustaining institutions that consistently contribute to the growth of Kelapa *islands. They will provide complete support for the* Kelapa *island development initiative, including assistance with event catering and successful development, among other things."*

In the meantime, Mr. Yudi, the resource person, provided his perspective on Hamlet, which is subdivided into numerous fields in certain regions.:

"There are multiple people who may help and support the future development of this Kelapa *Island. First, Hamlet in this area can be subdivided into multiple regions; there will be kelurahan and many more who will provide support."*

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Figure 8. Service
[Source: 2022 Research Documentation]

In addition, Kelapa Island provides a satisfactory service, as service is a must for the tourism industry sector to continue providing clients with good service. One method is distributing fire extinguishers to minimize the occurrence of flames in the environment. As is well known, the source Yudi made the following claim:
"Service is one of the institutions that can be introduced to encourage tourism growth on Kelapa *islands. If, for instance, tourists do not have a positive experience, they will not be able to return. Therefore, service is one of the most effective means of attracting travelers to* Kelapa *Island."*

SWOT ANALYSIS

Based on the results of the conducted interviews, researchers have gotten solutions that can be used to resolve the issues with this research. The reason is that Kelapa Island, which is still under construction, has devised a development strategy since 2019; this has been hampered by the COVID-19 virus, which has caused issues in the tourism industry. The establishment of COVID-19 has delayed planning for Kelapa Island's tourism growth by two years. Kelapa Island is now in the middle of development, which will be continued according to the scenario regarding the propagation of COVID-19. Following is a SWOT analysis of Kelapa Island based on the viewpoints expressed by the speakers:

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Table 1. SWOT Analysis

Strength	Weakness
Believe that Kelapa Island will be able to develop. Has a specialty dish not offered by any other tourist destination. There are numerous UMKM that may be sold on Kelapa Island.	We have a budget that exceeds the maximum present development obstacles.
Opportunity	**Threats**
There is a desire among other parties to invest in Kelapa islands. There are numerous tourist attractions, such as cultural and religious tourism, can catalyze future growth. The distinctiveness of the Kelapa island piques the curiosity of others. Establishing a social vehicle	The willingness of participants to subdue their egos and contribute to the success There is substantial rivalry within the same industry. Community perspective on Kelapa Island. The danger posed by natural catastrophes such as hurricanes

It can be seen from the table above that the advantages and opportunities associated with the growth of this snail island are substantial. Nonetheless, weaknesses and risks can inevitably be encountered during development. The three interviewees shared similar perspectives on the SWOT factors that may influence the growth of Kelapa Island tourism. According to the source, Mr. Safaat, *"Belief is one of the strengths contributing to the growth of* Kelapa *island."* Therefore, creating Kelapa islands can also be effective if the individuals engaged have strong beliefs.

The resource person, Mr. Muslim, said, *"The distinctiveness of the local cuisine in the* Kelapa *island region is unlike any other tourist attraction. Every item traded here is directly derived from fish. One example is pastels made entirely of fish."* According to the informants' opinions, the distinctiveness of the local cuisine of Kelapa Island is one of its assets. The uniqueness of cuisine in tourist sites is critical to adopt to generate an attraction for visitors visit.

A further advantage of Kelapa Island is that small and medium-sized enterprises can sell food there. Mr. Muslim, the resource person, indicated that in the Kelapa island region, many UMKM sell, including souvenirs that may be taken home. The significance of MSMEs in developing Kelapa islands is evident from this perspective.

According to the thoughts of the resource person, Mr. Safaat, the need for more funds to establish a Kelapa island is a problem in the growth of the Kelapa island. Mr. Safaat, the expert, reinforced this point.

"Because Kelapa Island is a social organization, it does not receive a budget; hence, it must struggle and cannot be constructed soon as intended. This development has a tiny budget, which forces the parties involved to develop the Kelapa island slowly."

Due to other companies' desire to invest their money in developing Kelapa islands, opportunities exist in that process. Additionally, Kelapa Island

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may attract visitors with its tourist attractions, including religious and cultural tourism. One of the potentials for the island to draw much attention is due to the peculiarity of the Kelapa island itself. Be aware of the rides designed for everyone in the community, not just visitors. Mr. Yudi, the resource person, explained that rides are part of the infrastructure and facilities that can provide excellent prospects for tourism attractions. Mr. Yudi provided the following statement as the resource person.:

"A social vehicle is one of the prospects for developing the Kelapa *island. In addition to the general population, many tourists will be able to experience the upcoming rides."*

Meanwhile, Mr. Safaat, the resource person, indicated that *"The island of The Thousand Islands is a unique blend of religious and cultural tourism. Furthermore, guests can see natural sights during their stay."*

The selfishness and apathy of the community to participate in the successful growth of Kelapa Island is the threat posed by the successful development of Kelapa Island. According to the informant, Mr. Safaat, it is well-known that the level of egotism in humans, particularly among friends, can occasionally generate divisions and barriers in implementing progress. The resource person, Mr. Safaat, stated: *"Opinion and ego differences between friends will drive a wedge between them. Therefore, it would be preferable if he resigned to prevent a schism."*

In addition, there is a great deal of competition in comparable industries. The development of Kelapa Island may also be jeopardized by the various paradigms possessed by the community and its neighbors. The reason is that people's perspectives can impede the development of Kelapa islands. Mr. Safaat, the resource person, stated, "*There is a need for planting to ensure that all members of a community share the same ideas and viewpoints, as the paradigms of different communities vary.".*

The greatest danger is the occurrence of natural calamities that can occur without warning. According to Mr. Yudi, the island of Kelapa faced a natural disaster in the shape of a tornado, which threatened the destination. Mr. Yudi issued the following remark as the resource person:

"This island was endangered by a natural calamity a while back when a tornado occurred there."

Kelapa Island uses social media as the main component of its marketing strategy. As is common knowledge, one of the marketing tactics that can draw visitors from beyond the island is social media usage. This is because everyone uses social media in some capacity. Additionally, Kelapa Island will employ the *Word-of-Mouth* marketing technique, in which customers can tell their friends and family about the intriguing features of the resort. The resource person, Mr. Safaat, said what is written below:

"People use social media today. Everyone uses social media. Social media makes it possible to look for any information, making its role in marketing crucial if businesses want to draw in tourists. However, a creative aspect is required to attract tourists' attention."

Kelapa Island will leverage media in its marketing efforts to disseminate its message beyond the island. This concept can be implemented by creating a distinctive icon portraying Kelapa Island to attract the

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Governor's attention. This will allow the governor to meet with journalists. This method will attract the attention of the community to Kelapa Island. Mr. Muslim, the informant, stated that when the governor visited Kelapa Island, he came down to the island., Then, he would invite the governor to promote *Awareness* and bring journalists with him so Kelapa Island can promote itself via the media. The following is a quote from the source Mr. Muslim:

"If, for instance, we can advertise Kelapa island to attract the attention of Indonesia's
top executive, namely the governor, we will invite the governor. This is an opportunity for Kelapa Island to be reported and marketed until it reaches its intended audience, as media will typically accompany the governor."

Discussion

Based on the research findings, it is known that Kelapa Island has many potential and advantages, making it possible to develop the location further.

To pique tourists' attention. The advantages and chances the Kelapa island offer include a unique quality that may be one of the attractions for travelers. According to Wardana et al. (2020:212), A tourist attraction must incorporate an element of distinctiveness to grab the attention of tourists, even if only for a short time. The uniqueness of natural resources and manufactured goods is one of the distinctive assets that must be had in the tourism industry. One of the strategies the tourist sector must execute is the 4A tourism development strategy. Attractions, accessibility, facilities, and ancillary are the most critical determinants of tourist development's efficacy. (Gustyana et al., 2022:14-20). Facilities such as public restrooms and places of worship are the primary facilities that Kelapa Island considers. Access from the Kelapa island to the Kelapa island will be by boat at a relatively low cost. Kelapa Island will also provide culinary venues, glamping, and water-based activities as tourist attractions.

Social media are utilized as a promotional technique on Kelapa Island. As is common knowledge, social media play a significant role in the growth and marketing of the business sector. According to Wahyuni et al. (2020:130), Because it can be done for little money and offers a high level of effectiveness, social media is a tool for promotion. Social media can promote travel and affect travel decisions by influencing tourists' behavior. Wardiani et al. (2020:234) opined that using social media to promote tourism has numerous advantages that are not limited to photo posts but may also pique the attention of social media users in the activities conducted by tourist attractions. Based on this perspective, the most effective strategy for tourism promotion is to utilize social media.

CONCLUSION

The conclusion that can be derived from the findings of the research is that Kelapa Island is still in the process of being developed and planned. Kelapa Island has the potential to be developed as a tourism destination. Based on the interview results, it was determined that Kelapa Island has potential due to its advantages in the field of distinctive food, the beliefs held by individuals, and the

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role of UMKM in sales. The absence of funding for the development of Kelapa Island is its biggest shortcoming because the initiatives did fall within the social category. There is a desire from other parties to invest, which is an opportunity that belongs to Kelapa Island Because Kelapa Island contains a variety of tourist attractions that might serve as tourist attractions. The challenge posed by Kelapa Island is its egotism and intense competitiveness in the tourism industry. Moreover, the community's mindset is distinct. Unpredictable dangers, such as hurricanes, pose the greatest threat and can wreak havoc on tourist attractions in the Thousand Islands region.

Kelapa Island is renowned for its tourist attractions, which include rides, glamping, cuisine, a *Swimming Pool*, and marine tourism activities. The primary facilities that Kelapa Island considers are restrooms and places of worship. Kelapa Island has prepared for accessibility by creating a boat connection between Kelapa Island and Kelapa Island to assist the crossing process. Lastly, the institutions that provide support include Karang Taruna and PKK, while Kelapa Island focuses mainly on the tourist services it offers.

SUGGESTION AND ACKNOWLEDGEMENT

Among the suggestions that might be made is that future research should concentrate on characteristics not covered in the current study. In addition, it is proposed that future research identify the significant hypotheses that can be used to support research as it is hoped that the island of Kelapa will develop its tourist attractions. The researcher wishes to thank the Kelapa Island party for their willingness to contribute to this research.

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SWOT Analysis in Strategy Sales Call on Sales and Marketing Department at The Hotel All Seasons Jakarta Thamrin

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ABSTRACT

Purpose: This research reviews the sales call strategy on the room occupancy rate at the All-Seasons Jakarta Thamrin. The process of this sales call has strengths, weaknesses from within, and opportunities and threats from outside, which are presented in the results of the SWOT data processing technique consisting of IFAS and EFAS Matrix. Based on the analysis, it is known that the position of All Seasons Jakarta Thamrin is currently in quadrant I, namely the part of the Growth strategy or aggressive growth, with an IFAS score of 1.09 and an EFAS score of 0.59. Thamrin Hotel. This research aims to discover the sales call strategy's strengths, weaknesses, opportunities, and threats.

Research methods: This research uses a descriptive research method Qualitative. To answer the problems encountered by collecting data. This is done by describing or describing the data that has been collected. The process of determining the sample was carried out by using purposive sampling with four respondents who were taken randomly. The products offered are rooms, meeting packages, and products. The skills mastered are communication, Public Speaking, analytics, and negotiations to create win-win solutions between guests and hotels.

Result and discussion: This research shows that the room occupancy rate sales call at Hotel All Seasons Jakarta Thamrin has good internal strength and opportunities externally to seize the existing market. Although it still requires more teams to support operations.

Apart from having a millennial concept, this hotel is also located in a strategic business district, department stores, and tourist attractions in downtown Jakarta. Prices negotiated during sales call activity can be an opportunity or a threat.

Implication: Prices negotiated during sales call activity can be an opportunity or a threat. The asking price can be above the contract price. However, it can also be a threat because the asking price is higher than the standard room price that has been determined, and it is necessary to increase promotion and advertising and develop social media as an advertising tool to ensure comfort, profit, and flexibility of booking hotel rooms to salespeople.

Keywords: Hotel, Occupancy, Sales Call, Strategy.

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INTRODUCTION

Tourism is a variety of activities supported by various facilities and services provided by the community, business people, government, and local government. Development in the tourism sector will only achieve the expected results if it is followed by developing supporting elements for the tourism industry, including a hotel. Hospitality business competition will encourage the development of the hotel marketing business. This strategy can be said to place the company's mission by increasing external and internal trade, making policies, and implementing them appropriately so that the company's main goals and objectives are achieved effectively and efficiently in dealing with any problems and obstacles from the hotel and parties outside the hotel. According to Sitorus (2017: 7), companies or hotels need to develop a strategy for their development to continue to grow and survive in the future.

In facing competition between hotels, the department responsible for marketing products and facilities is the sales and marketing department to increase room occupancy rates. Room occupancy rate is an essential measure of a hotel's success, and a strategic hotel approach is needed to attract guests. A hotel must have the right plan, such as a sales call to market its package offerings, so the room occupancy rate becomes high.

All Seasons Jakarta Thamrin is a brand partner of the Accor Hotels group originating from Paris, which prioritizes the comfort of all hotel guests at economical prices but with the same service as other Accor hotels. The All-Seasons Hotel Jakarta Thamrin sales call activities are being carried out effectively by implementing health protocols. Sinurat (2017:1) says a sales call is a visit to things that are profit opportunities or customers and aims to get sales or increase sales for those who are already customers.

Sales calls are important because they make the relationship between potential guests and guests and the hotel more harmonious by prioritizing good service from Accor Hotels so that potential guests and those who are already guests feel that their collaboration is essential and that they can both achieve the expected goals.

Table 1. Room Occupancy Rate January - May 2022

Date	Sales Product	Non Sales Product	Room Sold	Room Available	Occupancy %
January 2022	1527	1,439	2966	5146	57.64%
February 2022	1323	1,294	2617	4648	56.30%
March 2022	1482	1,493	2975	5146	57.81%
April 2022	1539	1,438	2977	4980	59.78%
May 2022	1571	1,539	3110	5146	60.44%

The table above shows that Hotel All Seasons Jakarta Thamrin has excellent potential and business with increasing monthly occupancy. All of this cannot be separated from the efforts of the sales and marketing department in carrying out sales call activities. Sales calls are very instrumental in determining

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the interests of a guest and the guest's decision whether to buy hotel facilities or not, especially the main facilities, namely rooms.
In optimizing sales call activities, a salesperson must have the skills, good attitude, and hotel knowledge that must be continuously improved, namely sales and marketing techniques. Therefore, the problem that a sales call must face is developing a strategy and analyzing SWOT to find out the strengths, weaknesses, opportunities, and threats that will be met in sales and marketing activities.

RESEARCH METHODS

This study uses a qualitative descriptive research method to examine a problem. Seixas (2018: 780) says that the database is qualitative, but researchers plan to make categorizations to make comparisons between social communities, for example. Thus, the data obtained is not quantitative but processed so that it can be categorized and a comparative analysis can be made. While what is being compared is the content of the data, the researcher needs to dive into the data as a phenomenon to be understood in more depth. Thus, the researcher works on the surface, not as a qualitative. A researcher who also works with data content, not quantitative numbers, to test hypotheses.

Researchers used a sampling technique that did not provide equal opportunities for every member of society. The non-probability method used to approach the population in this study uses purposive sampling with a sample approach that is carried out by taking subjects not based on strata, random, or region but based on a specific purpose. The sample of this research is the sales staff of Hotel All Seasons Jakarta Thamrin. The types of data obtained from the results of this study are primary data and secondary data and their explanations; Initial data is data obtained from the first source or interview, and secondary data is data obtained from other sources such as books, brochures, websites and blogs about the authority concerned. The research was conducted from January to July 2022 at the All-Seasons Jakarta Thamrin Hotel, Jl. Talang Betutu No 2, 10230, Jakarta, Indonesia

This study's data and information collection were carried out in several ways: observation, interviews, literature study, and documentation. According to (Hermawan & Amirullah, 2021: 204), Observation is a data collection technique using which researchers come directly, see directly, and feel now what is happening to the research object. Collecting data through observation is excellent because it combines interview techniques with documentation while simultaneously confirming the truth. The interview method provides structured or unstructured questions to the sample population and is designed to obtain information and data from respondents. (Hashanah, 2021: 30) says that a literature review is a written summary of journal articles, books, and other documents that show past and present information about the topic of the research study. Data collection techniques in this study use triangulation; the goal is not to discover the truth of an object under investigation but to increase the researcher's understanding of what has been found.

The number of data analysis activities in development and research will depend on the number of problem formulations. Data analysis begins by examining all available data from various sources (Umrati et al., 2020: 85). They

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also say data analysis is an attempt to break down a problem or focus of study into parts so that the composition of the form of something described can be read clearly and easily digested or captured. The units of analysis I studied were the Sales Department SWOT Analysis and the Marketing Department and Sales Calls.

RESULTS AND DISCUSSION

The results of interviews with four sales marketing staff of Hotel All Seasons Jakarta Thamrin stated that

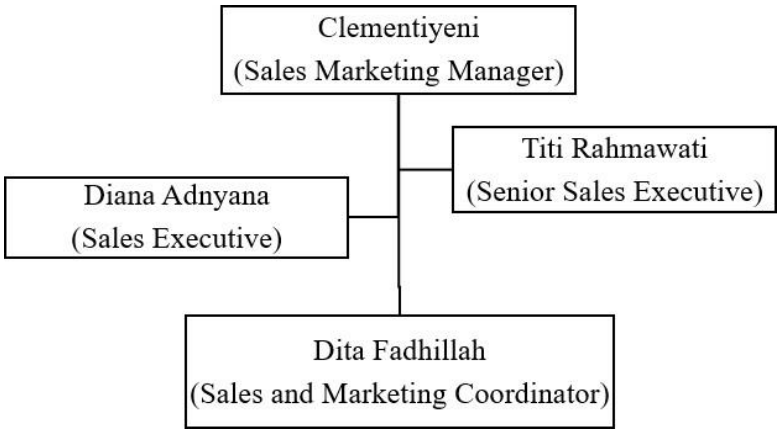


Figure 1. Sales Marketing Department Organizational Structure

All Seasons is part of the Accor Hotels Group, which has existed since 1983; Accor Hotels is a multinational company that operates in 92 countries. Headquartered in Paris, France, the group operates and runs around 3,700 hotels on five continents under various names ranging from budget lodging to luxury accommodation in several points of interest. Accor Hotels puts all its energy into making "Feel Welcome" the best hotel promise. At the request of the All-Seasons Jakarta Thamrin owner, who already likes the all-seasons brand, all seasons Jakarta Thamrin will not be changed to Ibis Styles but will still be managed by the Accor group.

All Seasons Jakarta Thamrin presents a three-star business hotel in the city center, right in the business center of Jakarta City. All Seasons Jakarta Thamrin has the best location in the business district and government area. Easy access to premium shopping centers such as Plaza Indonesia and Grand Indonesia. 45 minutes from Soekarno-Hatta International Airport. Walking distance to the train station, Trans Jakarta bus stop, and MRT station. She has easy access to local attractions and attractions such as the Jakarta International Expo, Jakarta Convention Center, exploring the old town, antique market, culinary delights at Jalan Sabang, and Car Free Day on Sundays.

All Seasons Jakarta Thamrin Has 166 rooms, including ten types of Junior Suites with city skyline views and a skylift restaurant on the hotel's rooftop with views of tall buildings.

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Figure 2. Logo All Seasons Jakarta Thamrin
[Source: accorplus.com]

Sales Marketing Department Hotel All Seasons Jakarta Thamrin is a department doing activity sales calls. The benefits include.

a. Sales call is a form of brand awareness, the extent to which the hotel is known by potential guests, especially the Thamrin neighborhood radius.
b. To collaborate with companies, government agencies, and individuals who have become regular or potential guests and ensure they continue using the All-Seasons Jakarta Thamrin accommodation.
c. Further expand cooperation with companies, government agencies, and individuals with more potential.
d. Sales call what the sales and marketing department does greatly influence usage function room and room occupancy rate through an effective marketing strategy.

As for strategy done by Sales Executive All Seasons Jakarta Thamrin, now does activities sales call is:

a. Carry out sales visits or visits outside the hotel to search for databases and relations such as government agencies or companies.
b. Offer rooms, meeting packages, or banquet products directly or by telephone.
c. Plan activities and events at the All-Seasons Jakarta Thamrin Hotel so that you can determine the offers to be made during a sales call.
d. Maintain the hotel Occupancy level and ARE to remain stable
e. Plan and design room sales targets daily, weekly, and monthly.
f. Sales Persons, in controlling the products offered, need to pay attention to the target market and how the products offered can fulfill guests' wishes if they want to hold events or use rooms at the All-Seasons Jakarta Thamrin Hotel.

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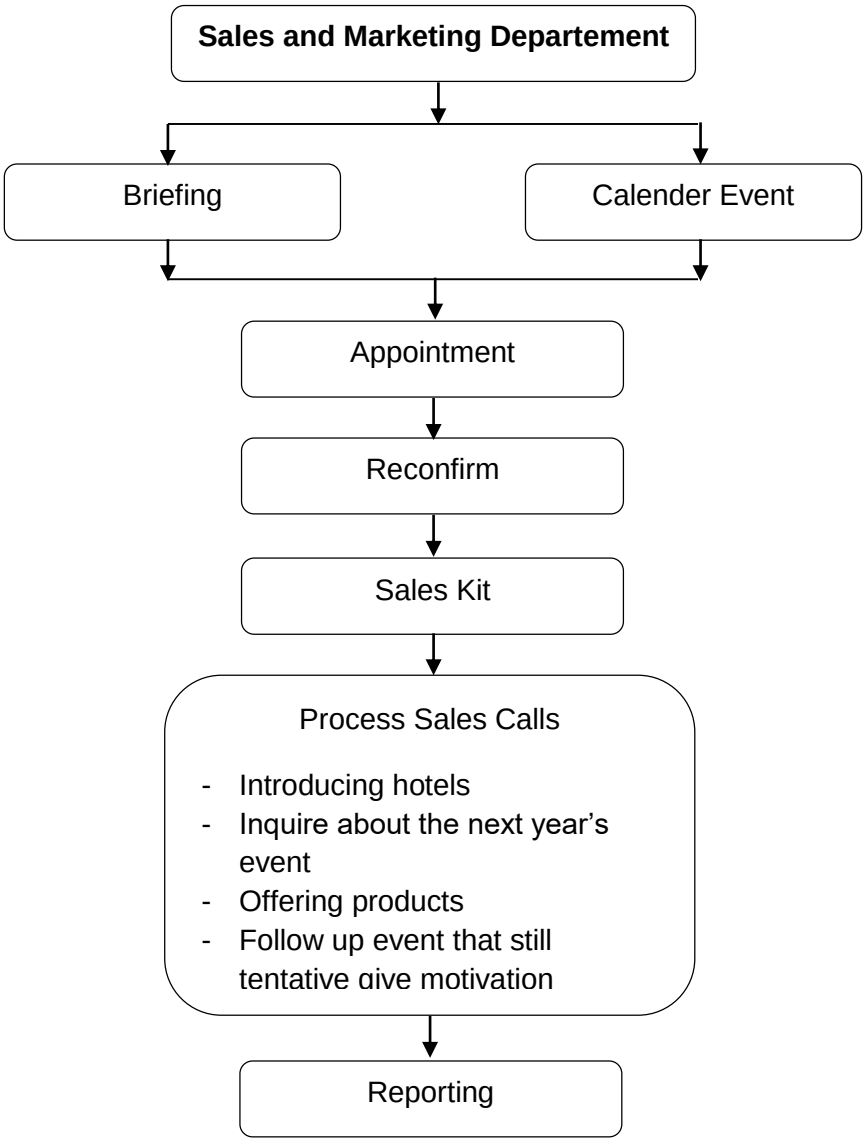


Figure 3. Sales Call Execution Procedure

a. Briefings
   The briefing is done to analyze the target market, understand needs, and search the database.
b. Calendar Events
   A plan containing activities and times, such as events or national days, is noted. So that it can analyze the strategic steps taken in the offer
c. Appointment
   Plan a place and time to meet with the PIC (Person In Charge) or the person responsible for making sales calls.
d. Reconfirm
   Confirm the day before arrival again to anticipate the client if he is suddenly unable to attend so he can be at reschedule and make sure the client remembers.

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e. Sales Kits
Prepare the luggage that the salesperson needs, such as business cards, brochures, laptops, or cellphone media to show pictures or videos not in the booklet.

f. Process Sales Calls
When meeting with the client, immediately introduce the name and agencies, carry out the bidding process, and explain the benefits to be gained, such as flexibility and affordable prices below the price of online travel agents. Ask for the nearest event or the following year that can be recorded in the event calendar so that you can be contacted again when approaching the event. If you have collaborated or met before, you can follow up on events that still need to be determined.

g. Reporting
Make reports based on sales calls' results, such as client decisions.

Based on the results of the interviews, it can be concluded that the swot matrix of the All Season Hotel Jakarta Thamrin is as follows:

Table 2. Matrix SWOT All Seasons Jakarta Thamrin

IFAS / **EFAS**	**Strengths (S)**	**Weakness (W)**
	1. Competent sales marketing staff have communication skills, good analytical skills, public speaking, and flexibility negotiate skills, thus creating a win-win solution between the guest and the hotel. 2. Have a database, contract rates, and cooperate with companies and the government 3. Have an event calendar to make strategies and promotions that will be carried out.	1. Sales call database and problems making an appointment with the PIC (person in charge) who is responsible for an event. 2. Miscommunication between sales staff and other departments 3. The average room rate is lower
Opportunities (O)	**Strategi SO**	**Strategi WO**
1. It is in the middle of the central business and shopping area and public transportation centers such as the	1. Keep repeater guest and client contracts what they like and remember what concerns them	1. Managers provide direction and training and add new competent human resources.

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Sudirman train station, Airport, Train, Dukuh Atas MRT Station, and Tosari Busway Stop. 2. Improve the offer package for using hotel facilities for specific meetings or events while staying overnight. 3. Can adjust the budget of potential guests.	2. Make advertising promos and make the most of social media 3. Make daily, weekly, and monthly room sales targets.	2. Record whatever happens in the log book and communicate effectively with the sales and marketing departments and other departments. 3. Utilizing online communications such as telephone, zoom, and virtual tours to present hotels and offers.
Threads (T)	**Strategi ST**	**Strategi WT**
1. Offer or ask for a price that is too low 2. Competitor hotels around Thamrin which have the same stars and facilities 3. Guests compare prices with promos at online travel agents	1. Keep prices, occupancy, and average room rates stable every month. 2. Analyzing competitors in detail, their promotions, and their prices. 3. Understanding the interests and needs of clients in using function rooms and making promotions	1. Create an event calendar to prepare for the upcoming promotion. 2. Expanding the database to raise new clients. 3. Making event packages plus rooms with more attractive promotions.

[Source: Process data]

Matrix IFAS and EFAS obtained from interviews with sources are generated as follows:

Table 3. Internal Factor Analysis Summary (IFAS)

Internal Strategy Factors	Weight	Rating	Final Score
Strength			
Marketing sales staff have competent own communication skills, *analytical skills, public speaking, and flexible negotiating skills*, Thus creating a win-win solution between the guest and the hotel	0.20	3	0.61
Having a database, contract rate, and working with companies and the	0.20	3.6	0.72
Own calendar events to make strategies and promotion the government. Will be carried	0.17	3.7	0.64
Total Strength	0.58	10.3	1.97
Weakness			

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Database sales calls and creating constraints appointments with PICs	0.15	2.2	0.33
Miss communication between sales staff and other departments	0.12	1.9	0.24
Arr becomes low	0.15	2.1	0.31
Total Weakness	0.42	6.2	0.88
Total of Weights	1	16.5	1.09

[Source: Process data]

Table 4. External Factor Analysis Summary (EFAS)

External Strategy Factors	Weight	Rating	Final Score
Opportunities			
The middle of the central business and shopping area and public transportation centers such as the Sudirman train station, Airport Train, Dukuh Atas MRT Station, and Tosari Busway Stop.	0.21	3.6	0.76
Improvement of the offer package for using hotel facilities for specific meetings or events while staying overnight.	0.13	3	0.38
Can adjust the budget of potential guests	0.18	3.3	0.58
Total of Opportunities	0.51	9.9	1.71
Threats			
The bid or ask price needs to be higher	0.18	2.1	0.37
Competitor hotels around Thamrin have the same stars and facilities	0.17	2	0.33
Guests compare prices with promos online travel agent	0.15	2.8	0.42
Total Threats	0.49	6.9	1.12
Total of Weights	1	16.8	0.59

[Source: Process data]

Based on the EFAS and IFAS tables above, the final strengths, weaknesses, opportunities, and threats are obtained as follows:
Strengths: 1.97
Weakness: 0.88
Opportunities: 1.71
Threats: 1.12

Table 5. Calculation of Ifas Efas

IFAS		DELETE	
Total Shoes (S)	1.97	Total Skor (O)	1.71
Total Score (W)	0.88	Entire Shoes (T)	1.12
S-W	1.09	O-T	0.59

[Source: Process data]

Table 5 shows that the difference between strengths and weaknesses is (+1.09), and the difference between opportunities and threats is (+0.59), indicating a favorable situation. Quadrant I shows that the hotel has opportunities and strengths to seize existing market opportunities. Therefore, from the picture,

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hotels must identify strategies supporting aggressive or growth-oriented growth policies. Based on the identification results and these factors can be described in the SWOT Cartesian diagram as follows:

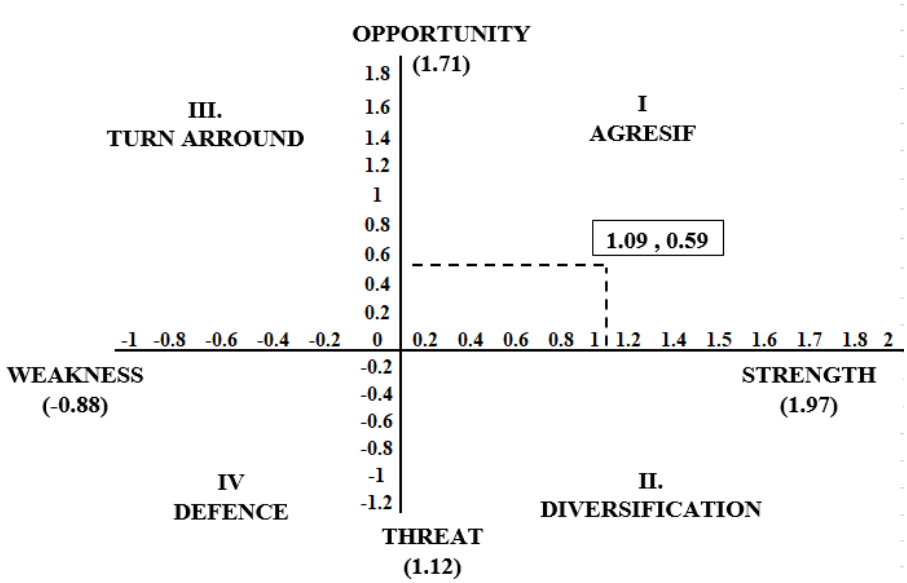


Figure 4. SWOT Analysis Cartesian Diagram
[Source: Process data]

Results Alternative strategies

Sales marketing staff must pay attention to the details of each guest. Most importantly, new guests who come to the hotel are repeat guests, especially those who have contracted rates with hotels. Sales call on companies and governments selling low season occupancy on weekdays for business activities. Must constantly update upcoming events and databases for sales calls. Must maintain reasonable standard operating procedures. Not only in operational activities, but it is also necessary to analyze competitors, how to keep the strategy that the hotel has implemented or the next strategy, to sell facilities as well as rooms can be a good step in the hospitality business. Always maintain good relations, listen to guest suggestions, and act on them immediately. In supporting the performance and optimization of the hotel, it is better if it needs to increase or add sales marketing staff because the current resources are very supportive. However, the number still needs to be added to simplify and expedite operational activities. For sales call activities at the All-Seasons Jakarta Thamrin Hotel, the Sales and marketing department constantly improve communication with internal and external departments, maintain a good appearance, carry out SOPs, and improve communication and analytical skills, public skills, speaking, and flexibility negotiation skill. As time goes by, the use of technology needs to be increased by using the telephone, social media, virtual meetings, and virtual tours to facilitate marketing without space and time limitations. Add and improve various promotions for packages, events, and rooms by utilizing content and advertisements on Instagram, Facebook, and TikTok.

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CONCLUSION

Based on the results of research and discussion, it can be concluded that Hotel All Seasons Jakarta Thamrin has a room occupancy sales call strategy with good internal strengths and good opportunities externally to match the existing market. Hotel All Seasons Jakarta Thamrin has competent staff with all skills to support work as a sales call in sales and marketing activities. However, it still requires more teams to support these operations.

Apart from having a millennial concept, this hotel is also located in a strategic business district, department stores, and tourist attractions in downtown Jakarta. Prices negotiated during sales call activity can be an opportunity or a threat. The asking price can satisfy the offer, but it can also be a threat because the asking price is too low. Therefore a sales call strategy is needed in the sales and marketing department at the All Season Hotel Jakarta Thamrin as follows:

a. Carry out Sales visits or visits outside the hotel to search databases and relations such as government agencies or companies.
b. Offering rooms, meeting packages, or banquet products directly or by telephone.
c. Planning activities and events at the All Seasons Jakarta Hotel Thamrin so that it can determine the offer to be made do it during a sales call.
d. Maintaining the hotel's Occupancy level and Average Room Rate to remain stable through planning daily room sales targets, weekly and monthly.
e. Sales Persons need to pay attention to the target market and how the products offered can fulfill the wishes of guests who want to hold an event or use a room at the All Seasons Hotel Jakarta Thamrin.

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Author Guidelines

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

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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

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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.

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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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